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Industrial Canada

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The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, MAY, 1920 No. 1

Editorial Comment

The Changes of a Decade.

TEN years have elapsed since members of the Canadian Manufacturers' Association last crossed the prairies and held their annual convention in British Columbia. The interval has witnessed great changes, and those who have not taken the trip to the Coast since 1910 will see a wonderful metamorphosis. Villages have expanded into towns and towns into cities. Lines of transportation have multiplied. Much vacant land has been broken for cultivation. Many new industries have sprung into existence. On all sides there has been progress. The comparison of present-day conditions with those of a decade ago will afford 1920 excursionists opportunity for much interesting observation.

As for the Canadian Manufacturers' Association itself the ten years have meant great development. The membership committee of 1910 reported a total membership of approximately 2,600; this year's membership committee will be proud to show that the total has reached and exceeded 4,100. The Association's services have been very considerably extended; its staff has been doubled. The whole scheme of organization has been radically altered and new offices have been opened in several cities. Progress has taken place all along the line.

A note of sadness will, however, attach to the event when it is recalled that quite a number of the familiar figures of the earlier excursion will not be with the party. The president, whose genial personality added so much to the pleasure of the 1910 gathering—Mr. John Hendry, of Vancouver—is no more. His immediate successor in office, who took a prominent part in the convention of that year—Mr. H. H. Rowley, president of the E. B. Eddy Co., Ottawa—has also passed beyond. So, too, has that eloquent son of the coast province, Sir Richard McBride, whose speech on the occasion of the annual banquet was the outstanding feature of that memorable affair.

In other respects, this year's excursion bids fair to be a close replica of its predecessor. There was then entertainment all along the line in the cities traversed by the excursion train and pleasant stops in the mountains. In Vancouver and Victoria the hospitality of the excursionists' hosts was unbounded. On the return a diversion was made when the party travelled down to St. Paul and Minneapolis, where they were guests of the Commercial Club. This feature, of course, does not figure in this year's itinerary, but instead there will be the trip to Edmonton and thence over the Canadian National route to the Coast.

Not Good for Canada.

THE proposal recently made by the Post Office Department to introduce the zone system in Canada is a step which should not be taken without most careful consideration. Superficially it may seem reasonable that the distance to which an article is carried should have some bearing on the cost of carriage and that the charge for conveying magazines or newspapers to the Pacific Coast should be greater than that for carrying them but a few miles from the place of publication. But this is only one aspect of the case. The effect which the establishment of a zone system would have on the circulation of our newspapers, magazines and other periodicals must not be overlooked.

Canada, or at least the populated portion of Canada, comprises a long, narrow band stretching from coast to coast and adjoining the broad and prosperous expanse of the United States. The country is anything but compact, nor is it the easiest thing to maintain and promote common interests. Quite obviously national unity demands the freest possible intercourse from end to end of the country and the most frequent interchange of thought and opinion.

The newspaper and the magazine are important agencies in welding together the widely separated portions of the Dominion. Their national circulation is of the utmost value in bringing Canadians of the East and West together. To interfere with this circulation by establishing a zone system is a most serious matter. It may not involve a complete cutting off of circulation, but it will at least lessen the flow of printed matter and divert sub-

scriptions to the south—thereby helping to build up north and south trade at the expense of east and west traffic.

Canada cannot afford to take chances, and it will be just as well for the sake of national unity and our common interests to refrain from any steps which will tend even in the remotest degree towards separation.

A Made-in-Canada Week.

THE experiment of the London Advertising Club in instituting a Made-in-Canada week appears to have been a wonderful success. The account of the week's events and the results accruing therefrom, which we publish in this issue, leaves little doubt on that score. There is every reason to believe that the people of Canada are now in a most receptive mood for any suggestion that the best interests of the country will be served by buying goods made in Canadian factories by Canadian workmen, and campaigns such as that launched in London should be held in other places. They can undoubtedly be made equally successful if the same degree of enthusiasm is interjected into the preparation and carrying out of the arrangements.

Not a Fair Analogy.

THE retention of the Business Profits Tax, announced by Mr. Austen Chamberlain, Chancellor of the Exchequer of Great Britain, is being used as an argument that the Business Profits War Tax Act should be re-enacted in Canada. This argument does not take into account the difference between the English Act and the Canadian Act.

The Tax under the Canadian Act, is levied on the profits of each year taken by itself. Thus, if a firm shows a loss for five years and a profit for the sixth year, it is taxed, under the Act, for the sixth year but no account is taken of the losses of the preceding five years.

Under the English Act, the profits to be taxed are determined by comparison of the profits earned in the year in question with the pre-war profits. The pre-war profits are arrived at in the following way:

(*a*) The average of any two of the last three pre-war trade years, the tax bearer to have the privilege of choosing which two,—or

(*b*) If (*a*) is less than 6% on the capital at the end of the last pre-war trade year, then 6% on the capital is taken as the pre-war standard,—or

(*c*) If the three last pre-war years were years of abnormal depression (i.e. where the average profits of the three last pre-war years were at least 25% lower than the average profits of the three preceding years) then any four of the last six pre-war years may be substituted for any two of the three last pre-war trade years as above.

The profits to be taxed having been arrived at as explained above, the percentage taken is at present 40%, though the present Budget proposes to increase it to 60%.

It is important to observe that, in the course of his budget speech, delivered in the House of Commons on April 19th, Mr. Austen Chamberlain, Chancellor of the Exchequer, according to the Associated Press dispatch, dated London, April 19th, and published in the Toronto *Mail & Empire* on April 20th, is reported as follows:—

"Mr. Chamberlain said the result of the visit of the Commissioner sent to Canada, and the United States, to investigate the method of profits taxation, was the discovery that the methods adopted there were not suited to Great Britain."

Company Publications.

THE steadily increasing number of company publications being issued by industrial corporations in Canada is an interesting and significant development. It is a recognition that human nature dearly loves publicity, and that the affairs of the group of people associated together in a factory has a real and vital interest to each member of the industrial family. Some of the Canadian publications are indeed wonderfully complete in their record of what is going on in the shop, the office, the home, and the community. All this helps to maintain good feeling, to inspire loyalty, and to bring about the most effective co-operation. The investment in a company newspaper or periodical is well worth while if it has these results, and judging from the way in which new ones are appearing from time to time, it would appear as if they were proving effective instruments.

A New Type of Bank.

IT is announced in New York that the first charter for a foreign banking association formed under the provisions of the Edge bill and intended to enable American manufacturers to compete in foreign markets on a credit basis, has been granted by the Federal Reserve Board to the First Federal Banking Association, of New York, capitalized at $2,100,000.

As the purpose of the bank is to build up an expert organization to study foreign credit problems, it was decided, the announcement says, to limit its shareholders to banks, manufacturers, and others interested in foreign trade. Manufacturers participating as stockholders will have first call on the bank's facilities. The entire stock of the association, consisting of 20,000 shares of $100 par value and 1,000 founders' shares, has been underwritten at $105 a share.

"The commercial banks of this country are deposit banks, obtaining their working capital from their depositors," explains Chairman Kies. "The principles of sound banking require that their funds be kept liquid and that

credits issued by them be for a short term only. The Edge bill in effect provides for the establishment of a new kind of bank which shall obtain this working capital from the investors of the country through the sale of the bank's obligations or through the use of its guarantee in connection with the paper of American manufacturers and exporters, based in turn upon the credit of their foreign customers.

"While at the moment the great majority of manufacturers have more domestic business than they can handle, nevertheless the time will come when markets for our surplus capacity will be a necessity, and when this time comes our manufacturers will find themselves without foreign markets, unless continued efforts are made to maintain, so far as possible, their present position in these markets."

This development will have considerable interest for all Canadian manufacturers who have foreign trade ambitions.

A Timely Publication.

VALUABLE service has been rendered by the Department of the Interior, Ottawa, in compiling and publishing a resource map of the Dominion. This is a time, if ever there was one, when knowledge of our resources is greatly needed. With a world shortage in many lines, there is urgent need for production and anything that can be done to help on the movement towards greater production will be of value.

On the map, which measures 35 x 19 inches, giving a scale of 100 miles to the inch, varieties of mineral, agricultural and fishery resources and timber and fur in general are printed in red lettering in their proper locations. The sites of important water powers, developed and undeveloped, are indicated, and the lines of all railroads completed up to date are clearly defined.

The resources shown on the map extend from "whales" near Herschel Island in the Arctic to "salt" at the southern toe of the Ontario peninsula, and from the "white whales" of Ungava Bay to the fruit lands near Victoria, B.C. An important inset contains five circular diagrams, showing the comparative contributions of each province to field crops, commercial timber, developed water power, fisheries and minerals. A sixth diagram displays the proportion of the total exports filled in 1918 by manufactures and by the five great classes of natural resources severally.

This is a publication which should have a wide distribution, for there is no telling where the seed may not fall that will ripen into important developments in various parts of the country.

The Fallacy of Wage Increases.

IN a recent editorial, the *Saskatoon Phoenix* comments very sensibly on the folly of supposing that wage increases are going to relieve the pressure of increasing living costs, unless the increases go hand in hand with a greater output of commodities.

"We have on previous occasions," says the *Phoenix*, "pointed out that the demands that are being made to-day for heavy wage increases, ostensibly because of the increasing cost of living, are themselves a factor in that increasing cost, and as there is no real increase in wealth production out of which the increases can come, such increases must of necessity be made at the cost of the community. It is one thing to urge an increase of wages; it is quite another to secure that increase without affecting adversely some other section of the earning classes. Only when there is a general increase in the wealth production of the community is it possible to improve the condition of the community as a whole, and even if there were a complete transformation of the economic structure and all wealth went to the producers of it, there could be no progressive improvement of the condition of the community except by a progressive increase of production, and even then the increase of population would provide a problem which few reformers to-day deign to notice. The industrial world of to-day is but a battling of sectional interests and as long as one gains, it cares little how the others fare. Bootmakers, for example, demand and get an increase of wages and the employers simply advance the price of boots and other working men help to pay the increase, suffering thereby a decrease in their real wages, that is the purchasing power of their money wages. And the same thing applies in other trades, the workers apparently failing to realize that every rise in prices is equivalent to a fall in wages. Assuredly the solution of what is undoubtedly a grave problem will never be reached by the way of class or sectional individual selfishness, and a clear recognition of that truth is a necessary preliminary to discovering the real way."

The Development of Raw Materials.

UNDER the caption "Precept and Practice," the *Regina Leader* comments rather caustically on the item appearing in these columns recently about the use by Canadian manufacturers of envelopes made in the United States. The *Leader* claims that the manufacturers of Canada are the worst offenders when it comes to buying American raw materials and products when equally good or better supplies can be secured in Canada or their production developed here.

"Our manufacturers," declares the *Leader* accordingly, "have continued to import materials from across the line, because it was easier than to organize companies and employ their capital in the development of the national resources of Canada and thereby provide supplies of needed raw materials at home.

"Many an Ontario and Quebec manufacturer is living in a fool's paradise, by relying to an altogether too great extent upon the importation of raw and semi-manufactured materials from the United States. During the war, when the United States Government found it necessary to impose an embargo on exports, many Eastern manufacturers would have found themselves in desperate straits but for

the fact that Canada was generally exempted from the operation of such embargoes. Nevertheless, we did have the spectacle of numerous appeals to Washington to help Canada out in regard to various lines of raw materials, some of which could have been obtained in Canada had the manufacturers displayed a little foresight and employed some of their surplus wealth acquired under the so-called National Policy of protection to the development for use of our own natural resources. Had the United States not displayed a friendly attitude towards Canada, many an Ontario and Quebec manufacturing industry would have collapsed like a house of cards.

"It was to develop these resources that a protective tariff was inaugurated; protection was not meant merely for the finished products of manufacture, but to encourage the production within Canada of everything entering into such finished products. Protection so operated in the United States, Germany, and other countries, but in Canada the development of our own resources has not been undertaken in the same systematic way by the men engaged in the manufacturing industry. Much of the development that has taken place stands to the credit of American and British capital and enterprise.

"It is high time that Canadian manufacturers, individually and collectively, awaken to the necessity of securing a larger proportion of their raw materials in Canada, and abandoned the easy-going policy of depending on imports, developed from natural resources by the energy and capital of other countries and men than themselves."

The *Leader* means well and we are in full accord with its desire to see this country become more self-contained, but it is perhaps a little unfair not to give greater credit for the work already done. Practically every issue of this publication records the manufacture in Canada of products not hitherto made in the Dominion, while the record of progress disclosed in the 1920 edition of the Canadian Trade Index is most impressive. Industrially, Canada is still young and time must be allowed to get the new industries started.

Three Labor Declarations.

AN effort is being made to introduce into the constitution of the State of Illinois three declarations with regard to the powers of labor that may prove far-reaching in their effect and should be watched closely.

The first postulates that "the labor of a human being is an attribute of life and is not property."

The second declares that "the right of workmen to organize into trade and labor unions and to deal and speak through representatives chosen by themselves is declared and it shall not be abridged."

The third states that "no court, tribunal, judge nor any officer or official shall by any process, order, injunction, restraining order, decree or proclamation abridge the right of any workman to quit any employment either singly or in concert, nor the right of by peaceful persuasion, picketing, assemblage or the payment of strike benefits inducing others so to quit or refrain from working, nor shall any such acts be made or held to be unlawful, or to constitute an unlawful conspiracy. Nor shall any such process, order, injunction, restraining order, decree or proclamation interfere with the exercise of the legitimate functions of any organization formed for the purpose of advancing the interests of those who labor."

Mr. Charles Piez, president of the Link-Belt Company, Chicago, speaking before the Illinois Constitutional Convention, comments on these proposals from the economic and industrial standpoint. Respecting the first his view is that the state should not single out any group or class for special treatment, but should guarantee to each and every citizen equal rights, protection and participation in the Government. Without such a declaration, the State of Illinois has been a leader in the recognition of human rights in industry and to-day, beyond a few insignificant amendments to existing acts, there exist substantially no demands for any basic remedial industrial legislation.

With regard to the second declaration, Mr. Piez sees no reason for the first part of the section, because the right of workmen to associate in a lawful manner for lawful purposes has already been generally acknowledged and has not, within his memory, been questioned. To the second part of the section, however, he does object. It means compulsory collective bargaining. Its objectionable feature is that "the provision carries with it no restrictions of any kind, prescribes no fair method for determining the choice of the representative and calls for no collective responsibility to observe the agreements arrived at. It does, however, open up the opportunity to every agitator, to every professional trouble-maker, by false promises, by lies and treachery, to organize a raid against any industry whose profits hold out the hope of rich booty. And it denies to every workman or employer who wishes to retain his freedom of action, the right to work or conduct his business."

Mr. Piez believes that the tendency of the future will be towards greater control, greater restriction and the imposition of greater accountability, not the granting of greater power; or as he forcibly puts it, "The right of the worker to strike can certainly not be declared superior to the right of the public to live."

So far as the third declaration is concerned, Mr. Piez says that in his thirty years' experience as an employer, he has failed to meet any cases of peaceful picketing or peaceful persuasion. A strike, he adds, is not exactly an afternoon tea in which conversation is plentiful, but harmless. It is not as a rule conducted through persuasion or peaceful picketing; but it involves the absolute denial of the right of the employer to conduct his business and a denial of the right of other men to remain at work or to seek work. A just cause will win through public support, in the face of an unfair employer, and an unjust cause should not be permitted to prevail through intimidation and violence.

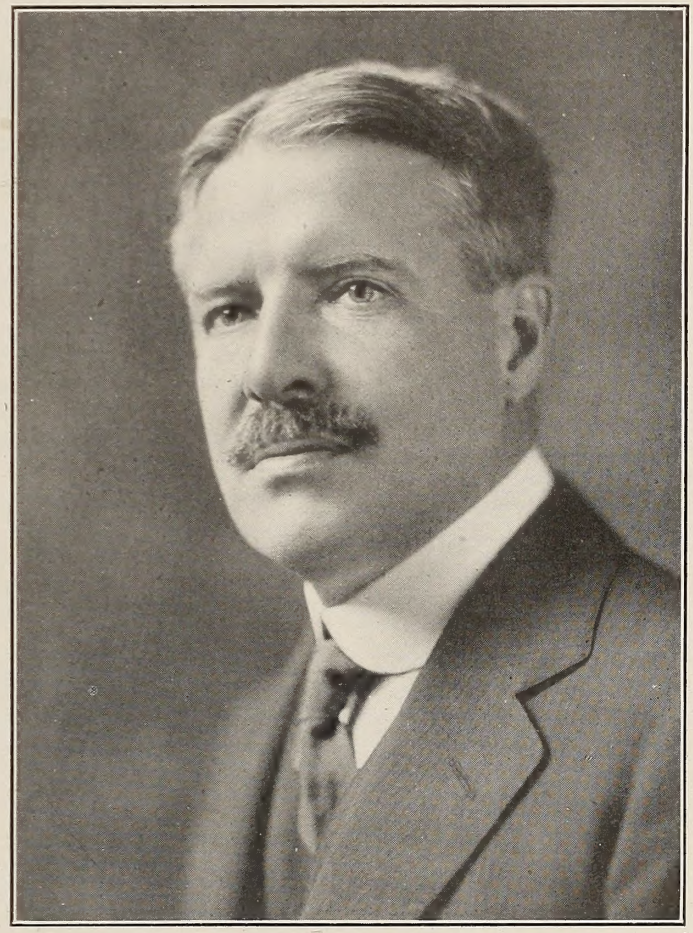
The Situation at Ottawa Reviewed

Introduction of the Budget the Outstanding Event of the Session—Much Condemnation of Business Profits Tax has been Voiced—Sir Robert Borden Expected Back Before Prorogation Which Takes Place Early in June

By Industrial Canada's Parliamentary Correspondent

OTTAWA.—The Budget is the soul of a session. Until it comes affairs falter and drag. After it has been delivered discussion dates from it and chiefly concerns its contents. From the beginning of the present session the eyes of members and Senators have been turned in the direction of the Budget with more than ordinary eagerness. It is recognized that the first Budget of the new Finance Minister is a difficult task. Demands on the treasury are so heavy that Sir Henry Drayton has had to regard, as his first consideration, the problem of increasing revenue. Part of that problem has been some plan for the distribution of taxation, so that the industrial life of the country may not be injured and the tax-paying capacity of the country thereby reduced as a whole.

Never since Confederation has a measure been so protested against as has the excess profits tax. From every part of the country have come declarations that in its operation this tax was strangling the business life of the community; blockading industrial expansion; preventing the investment of new and foreign capital; and weakening the standing of the strongest industrial concerns of the Dominion. The condemnation has not been entirely from the outside, nor this year alone. When he introduced the excess profits tax, Sir Thomas White frankly stated that it was an emergency war measure that peace conditions would never justify. He promised that it should not be inflicted upon the country for more than three years; in fact, he intimated that the country could not stand more than the three years' application of this form of taxation.



Sir Henry Drayton

Minister of Finance in the Union Government who is introducing his first budget at the present session of parliament

Necessity extended the life of the measure beyond the promised period. It was not wanted by the Finance Minister who originated the plan; it was not commended by Hon. A. K. McLean, when he was forced to ask Parliament to extend its term; it is not liked by the present Finance Minister. This child of necessity has never had popularity, and now it is losing its sole virtue-earning power. When it goes it will depart forever, and will only be remembered as one of the noxious developments of war, the outcome of unavoidable conditions.

The income-tax, which was regarded as an impossibility, is proving on trial better than expected. The Commissioner of Taxation, Mr. Breadner, has succeeded in making a surprisingly extensive list of income-tax contributors. It is well known that the list is by no means complete, and that there are a good many tax-dodgers in the country, but they are being rounded up, and not a small part of the income taxation returns is gathered in the form of fines imposed upon knowing delinquents. The making of an income-tax list is a very great task. Britain has had income-tax for many years as its chief form of taxation, and even in that country, after an experience of almost a century, the list of contributors is not regarded as complete. The success of the plan in Canada assures its continuance. For all time in the future Finance Ministers will have statements of income-tax returns as a principal feature of their Budgets.

There has been a good deal of investigation by the Finance Department officials into a plan for a sales tax. The experience of the United States, where there has been a sales tax on luxuries, has been examined by Canadian officials. The chief factor which has led to hesitance in adopting this form of taxation is the absence of any statistics indicating the gross sales over Canadian counters. It has been found impossible to estimate what a one per cent. tax on all the sales of the country would yield in a single year. If this form of tax is applied in Canada to meet the needs of the Treasury, it is likely to be limited in the first instance, so that experience may give a measure of its burden on the people and of its worth as a revenue producer.

Campaign contributions have been condemned from time immemorial. The party system was subjected to its most severe condemnation for the collections that it was alleged to make from those who benefited from tariff and other legislation. Efforts have been made to abolish campaign funds by proposals that there should be publicity required

as well as by direct legislation. The campaign fund has been one of the grievances that the organized farmers have held against the manufacturers, whom they charged with making heavy payments to keep their friends in power so that those friends could continue to legislate for the benefit of the contributors.

There has been a good deal of amusement in Parliament over the attitude of the farmer representatives in protesting against a section in the new franchise law providing that no contributions for political purposes may be made except by political organizations. Representatives of the organized farmers of the country protested most vigorously against their associations being barred from entering the political struggle with their money. They were not satisfied even when it was shown them that the provision was not new, but has been a part of the law of the land since 1908. From the protest that was made to Parliament it was made clear that the farmer organizations are prepared to go into the next general election battle prepared to finance the campaigns of their candidates. Criticism of campaign funds has given place to condemnation of legislation to abolish them. The affair is taken as another revelation of how men's minds change when they cease to be spectators and become participants in affairs.

Grand Trunk Legislation.

Heavy deficits in the operation of Government railways spiced up a debate on the Government's bill by which the taking the Grand Trunk will be completed. Omissions from the act of last session made it necessary for the Government to bring in a bill accepting a couple of branch lines that had been forgotten when the Grand Trunk system was taken over. It was also found desirable to ratify the action of the Grand Trunk shareholders. The bill of this session puts Canada into full possession of the system, and will enable the management of the Canadian Government railways to amalgamate the Grand Trunk in the fullest way, so that the utmost may be realized by the other Government lines from this system.

A recent feature of Parliament, in which there was considerable interest shown, was a statement of his war work by Hon. Mackenzie King, the Liberal leader. Mr. King stated that much of his work had been the promotion of industrial peace among the producers of war materials, and he believed that he had accomplished more useful work there than if he had been able to go to the front.

A surprising volume of opposition developed in Parliament, largely among Government supporters, to a proposal by the Government that the War Purchasing Commission should be continued and given charge of all the buying for all the departments of the Government. Critics of the bill stated that the Commission has not shown an effectiveness that justifies the enlargement of its scope, or even its further existence. From both sides of the chamber members declared that buying by departments would be better than one central buying body. The Government, although it brought in the bill, is not particularly warm for it. Withdrawal has been hinted at in high quarters. It is regarded as not unlikely that the measure may go to the dust heap with other unfinished legislation when prorogation comes.

Sir Robert Borden's Return.

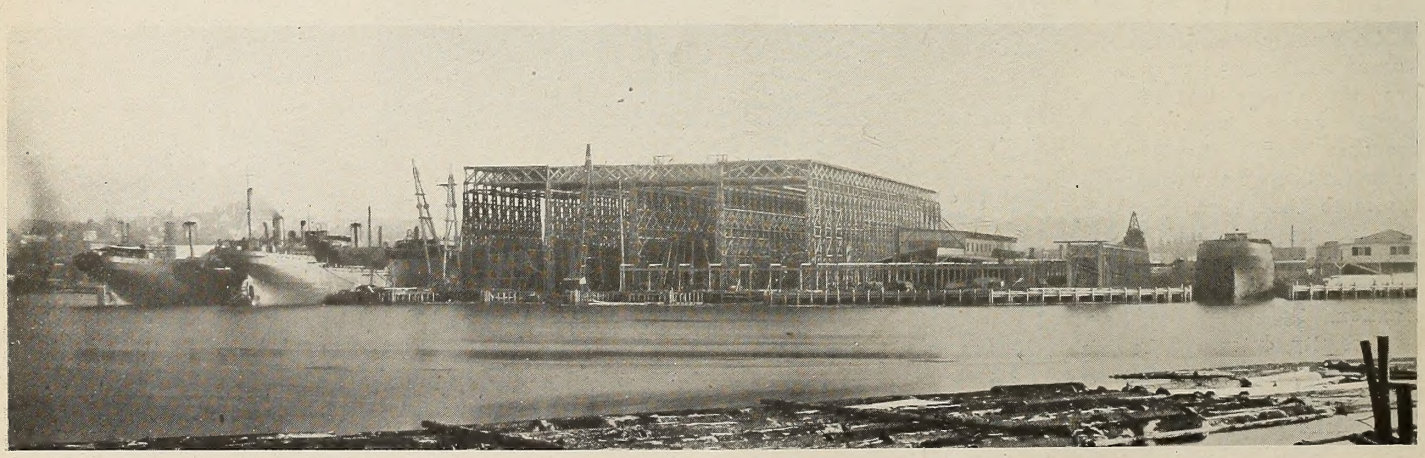
Word from Sir Robert Borden is that he will reach Parliament shortly before prorogation, assume the management of Canadian affairs, and commence the work of organizing a political party to bring the Government through the next general election. The news from the south is that Sir Robert appears to enjoy greatly improved health. His friends are beginning to feel some confidence in statements that his long rest has so recruited his health that he will be able to give the country the benefit of his leadership for many years.

The Canadian navy is to be reorganized on a modest basis. Hon. Mr. Ballantyne, minister for Naval Affairs, adopted the drastic and effective method of abolishing the organization that had been developed during the war and making a fresh start. This enables him to retain factors of the service that proved effective and drop those which failed to make good. The Naval College is continued; a cruiser and two destroyers have been accepted from Britain as craft on which a naval militia can begin training operations. Until the finances of the country and its naval needs warrant, the force of Canada on blue water is likely to be in commerce, in the form of a merchant marine, rather than in war-like preparations afloat.

The Militia and Military Flying.

Canada is not going out of war preparations altogether. The militia is being reorganized and there is to be, for the first time, an air force in connection with it. Canadians did so well in the air during the war, and the wide spaces of the country lend themselves to speedy spanning, that there is a feeling that the country is justified in giving aid to military flying.

The session is expected to end about the first of June.



A Great Pacific Coast Shipyard

This is a General View of the Big Shipbuilding Plant of J. Coughlan & Sons, Vancouver, Showing a Number of Large Steel Ships in Various Stages of Construction

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Executive Council Meeting

The last Executive Council meeting of the Association's year was held in the King Edward Hotel, Toronto, on Thursday, April 22. The president, Mr. T. P. Howard, was present, and occupied the chair. There was a good representation of members and business was transacted smoothly and with expedition, reports being presented by the Treasurer, Executive Committee, Tariff, Transportation, Insurance and Legislation Committees, and the Secretary of the Ottawa office.

Food and Drugs Act

A drastic bill giving to the Governor-in-Council power to prescribe the shape and size of all packages containing food and drugs, and the color, size and contents of all labels on such articles was introduced at the present session of Parliament. It provided that the weight, measure and number should be correctly stated on the outside of all sealed packages carrying the manufacturer's name and address. No provision was made for the postponement of the enforcement of the Act until stocks on hand had been disposed of.

In order to secure the withdrawal of objectionable features, a delegation of manufacturers visited Ottawa and interviewed Hon. N. W. Rowell, who had the bill in hand. Much other work was done, and as a result of the efforts of the Association the measure was amended practically along the lines suggested.

Western Delegation at Toronto

Prior to the holding of the Executive Council meeting on April 22, a luncheon took place in the King Edward Hotel, at which an influential delegation of Westerners were guests of honor. The party included Mayor M. A. Brown, Medicine Hat; James Ramsay, M.P.P., Edmonton; Brigadier-General H. J. McDonald, C.M.G., D.S.O., Lethbridge; Col. J. Y. Reid, Winnipeg, and A. E. McKenzie, Brandon. The purpose of the visit of these gentlemen to the East was to work up interest in the Alberta Industrial Congress and the new Western Colonization Association.

Mayor Brown, who was the first speaker, dealt with the general principles underlying the work of the two organizations. He explained that they were endeavoring to bring about a better feeling between the East and West, which would be fostered by the co-operation of Eastern manufacturers in the development of Western resources, and by their assistance in solving the problems of colonization and settlement.

Mr. Ramsay's theme was the natural resources of Alberta. He presented some interesting figures, showing the extent of the manufacturing industries in the province, referred to the immense coal deposits awaiting development, and devoted some attention to the subject of oil.

General McDonald, who is secretary of the Alberta Industrial Congress, outlined the plans which had been prepared for the meetings and entertainment to be undertaken during the visit of the C.M.A. to the cities of Alberta in June. Colonel Reid, representing the Winnipeg Board of Trade, and Mr. McKenzie, representing the Brandon Board of Trade, were present to endorse the proposals of the Western Canada Colonization Association, under which a large sum of money will be raised to co-ordinate colonization efforts.

The speeches of all these gentlemen were listened to with much attention, and at their conclusion a vote of thanks, moved by Mr. J. H. Sherrard and seconded by Mr. R. L. McIntyre, was carried unanimously.

Manitoba Workmen's Compensation

The Legislation Committee reports that a Workmen's Compensation Act has been passed by the Manitoba Legislature, providing for the administration of compensation to workmen through a State fund, to be collected and administered by a Commission. This Act increases the compensation paid to injured workmen from 55 per cent. to 66⅔ per cent. It reduces the waiting period from six to three days. It increases the pensions paid to widows and children from $20.00 and $5 per month, respectively, to $30.00 and $7.50 per month. The allowance for funeral expense is increased from $75.00 to $100.00. Labor's request was for 100 per cent. compensation. While the Government did not grant this request, it has provided greater benefits for workmen than apply elsewhere in Canada.

Presentation to Mr. Parsons

A pleasing feature of the luncheon given by the Association on April 22 in Toronto was the presentation to Mr. S. R. Parsons of an illuminated address, expressing the appreciation of his fellow-members of the C.M.A. of the work done by him as Canadian employers' representative at the International Labor Conference in Washington, D.C., last fall. The presentation was made in a few appropriate words by Mr. T. P. Howard, the president, after which Mr. Parsons returned thanks to the donors, and gave a few impressions of developments since the Conference in regard to 8-hour day legislation.

Board of Commerce Special Case

The Supreme Court of Canada adjourned on March 25th, without handing down judgment in the Board of Commerce case, and it is understood that the Court desire to hear counsel again. The judgment will decide the status of the Board of Commerce as a price fixing tribunal, and its power to compel the marketing of commodities and to fix prices and fix penalties for the infringement of its orders. It will

also decide whether Parliament has power to create the Board of Commerce, vesting in it such powers as it claims to possess. The question of provincial rights is vitally affected in the decision. Mr. W. N. Tilley, K.C., appeared as special counsel for the Association.

Chemical Research in Manitoba

The Executive Committee of the Winnipeg Branch has been advised through one of its members, Mr. W. G. Fraser, that the chemists of Manitoba have formed an association, known as the Manitoba Society of Chemistry, for study and research work. Dr. J. W. Shipley, B.A., assistant Professor of Chemistry, University of Manitoba, is secretary. The Society is prepared to place any member of the Canadian Manufacturers Association desiring the services of an expert chemist in touch with a qualified man, who will be in a position to assist in chemical research.

Ontario Assessment Act

The City of Toronto, having intimated that it proposed to submit an amendment to the Ontario Assessment Act, having in view the assessing of income represented by dividends derived upon stocks in industrial and commercial companies, which enactment has hitherto been refused by the Legislature, the Ontario Legislation Committee, having considered the matter very carefully, invited the co-operation of the Canadian Credit Men's Association, and instructed Mr. A. C. McMaster, K.C., as joint special counsel, to oppose this legislation, on the ground that such companies already pay the business assessment; and that the proposed amendment would infer marked discrimination as between partnerships, individual concerns and incorporated companies.

Patent Act

A bill having been introduced in the Dominion House to amend and consolidate the Acts relating to Patents of Invention, the legal secretary submitted copies of the bill to various manufacturers believed to be interested, and also consulted with several patent attorneys. With this information, the Legal Department prepared a brief which was submitted personally by the legal secretary to Mr. Geo. F. O'Halloran, Commissioner of Patents, Ottawa, on April 13th. After discussion, the Commissioner intimated that the suggested amendments would be adopted. It is believed that the new bill will be a great advance on any previous legislation on the subject in Canada.

Meeting of the Brantford Branch

A special meeting of the Brantford Branch was held in the Canadian Club, Brantford, on Thursday, April 8th, 1920. Mr. C. A. Waterous, of the Waterous Engine Works, chairman, presided, and Messrs. J. E. Walsh, general manager; J. R. K. Bristol, manager tariff department, and H. Macdonald, legal secretary, were present as guests of the branch. There was a large attendance.

Mr. Walsh gave an outline of the services of the association, describing plans for the extension of the work in all departments. Mr. Bristol explained the necessity of a protective tariff, pointing out that all civilized countries are obliged to resort to this method for the protection of national trade.

Mr. Macdonald referred to the important functions to be performed by local branches, subsidiary to the divisional organization, which was finally responsible to the Executive Council and to the association, as a whole. He explained the organization of the legal department, which was responsible for checking all legislation and for amendments, in the interests of industry, to new enactments, as introduced from time to time. He gave instances of substantial monetary benefits obtained for members by skilful and vigilant treatment of manufacturers' problems.

The visitors were unanimously accorded the thanks of the branch for their attendance and information.

Mr. George Hately, the efficient secretary of the Brantford Board of Trade, is acting secretary of the branch.

It was stated by the chairman that a local campaign for one hundred per cent. membership would be arranged on an early date.

Bankruptcy Act

The Dominion Bankruptcy Act will become effective on July 1st next, by proclamation of the Governor-General. Meantime, an amending bill has been introduced in the Dominion House by Mr. S. W. Jacobs, K.C., Montreal, providing: (1) That a trustee must deposit, in a separate bank account, the respective proceeds of each estate; (2) for the payment of remuneration to inspectors for services to bankrupt estates; (3) and rescinding the provision in the original Act against unwarranted petitions in bankruptcy. There is no apparent objection to these amendments, which have been suggested by mercantile and financial interests.

Committees for Next Year

An appeal is being made to the membership of the Association for volunteers to man the various standing committees next year. It is regarded as most important that the members constituting the committees should represent all parts of Canada and all kinds of industry. At the present time the problems confronting industry are as important as they are varied, and it is essential that members offer their services in order to make the committees as representative as possible.

Activities of the Montreal Branch

By R. W. GOULD

Secretary, Quebec Division, C.M.A.

The annual meeting of the Montreal Branch will be held on May 12. The date was fixed at a meeting of the Executive of the Branch, held in the Engineers' Club on April 15. The date is somewhat earlier than last year, but the Executive desires to have the local Branch matters cleaned up early, so that they may not clash in any way with plans for the annual convention.

A strong delegation from the Montreal Branch went to Ottawa last month, to place its objections before Hon. N. W. Rowell, to Bill No. 27. The Foods and Drugs Act was viewed by the manufacturers affected with considerable apprehension, and, after three local meetings, gathering data on the subject, a delegation, headed by T. H. Wardleworth, of the National Drug Company, went to Ottawa. Others who accompanied him were Colonel Lumm, of S. H. Ewing & Sons; G. F. Benson, of the Canada Starch Company; a representative of the Atlantic Sugar Refineries, and other large interests involved. The delegation returned highly pleased with the result of the interview, receiving assurances from the minister that certain objectionable features of the bill would be cut out entirely and other clauses so amended as to meet the views of the purveyors of foods and drugs.

Quebec Province, by reason of its fortunate labor conditions, is attracting American industries all the time. Subsidiary plants of the Kenworthy Brothers, Jencks Spinning Company, and the Locomotive Superheater Company, have

located in the province during the past few weeks. Two of these have already applied for membership, and the application of the third is promised during the course of the next few days. Kenworthy Bros. have gone to Drummondville, the Jencks Spinning Company to St. Johns, and the Locomotive Superheater Company to Sherbrooke. Other firms in the United States are making enquiries for factory sites within the province.

Up to the present time about a dozen members of the Montreal Branch are planning to take the trip to Vancouver during the first days of June, in order to be present at the annual convention of the Association. There are hopes that a sufficient number may be recruited in Montreal during the coming fortnight to have a Montreal car on the special train.

A well attended luncheon meeting of the Branch was held in the Rose Room of the Windsor Hotel on Tuesday, April 27th, when the members heard splendid addresses from officials of the Alberta Industrial Development Association. The speakers were His Worship Mayor Brown, of Medicine Hat, president of the Association; James Ramsay, M.P.P., of Edmonton, and Brig.-General H. J. McDonald, C.M.G., D.S.O., the general manager of the Association. The Western viewpoint was placed before those present, and the meeting promises to have done a considerable amount of good in the propagation of a condition of better understanding between the East and the West.

Further steps have been taken toward the establishment of a branch at Three Rivers, in the autumn of this year, and a comprehensive programme of organization will soon be fully mapped out. The Sherbrooke Branch has been keenly alive to the activities and problems of its members, while the Quebec Branch is tackling its problems with that zest and enthusiasm which is peculiar of the French race.

F. W. Stewart, the vice-chairman of the Montreal Branch, who has been spending a few weeks at Pinehurst, N.J., has returned to the city, and is throwing himself into the work of the division with his accustomed enthusiasm and energy. C. Howard Smith, who is at present on a holiday trip to the West Indies, is expected home early in May, and his effectiveness as vice-chairman of the Quebec Division will again be felt.

Annual Meeting Itinerary

FOR the benefit of those who may have overlooked the previous publication of this itinerary, the schedule of dates and stopping-places is again reprinted as follows:—

Via Canadian Pacific Railway

Lv. Toronto	10.00 p.m.	Saturday	May 29
Ar. Winnipeg	1.30 p.m.	Monday	May 31
Lv. Winnipeg	11.59 p.m.	Monday	May 31
Ar. Brandon	3.50 a.m.	Tuesday	June 1
Lv. Brandon	10.00 a.m.	Tuesday	June 1
Ar. Regina	4.30 p.m.	Tuesday	June 1
Lv. Regina	6.45 p.m.	Tuesday	June 1
Ar. Moose Jaw	7.55 p.m.	Tuesday	June 1
Lv. Moose Jaw	11.00 p.m.	Tuesday	June 1
Ar. Medicine Hat.	8.00 a.m.	Wednesday	June 2
Lv. Medicine Hat.	1.00 p.m.	Wednesday	June 2
Ar. Lethbridge	5.00 p.m.	Wednesday	June 2
Lv. Lethbridge	1.30 a.m.	Thursday	June 3
Ar. Calgary	7.00 a.m.	Thursday	June 3
Lv. Calgary	12.30 a.m.	Friday (approx.)	June 4
Ar. Edmonton	8.45 a.m.	Friday	June 4

Via Canadian National Railways

Lv. Edmonton	8.00 p.m.	Saturday (approx.)	June 5
Ar. Vancouver	7.00 a.m.	Monday (approx.)	June 7

Via Canadian Pacific Railway

Lv. Vancouver	10.30 a.m.	Thursday (C.P.SS.)	June 10
Ar. Victoria	4.30 p.m.	Thursday	June 10
Lv. Victoria	2.30 p.m.	Friday	June 11
Ar. Vancouver	7.00 p.m.	Friday	June 11
Lv. Vancouver	8.30 p.m.	Friday	June 11
Ar. Lake Louise.	8.45 p.m.	Saturday	June 12
Lv. Lake Louise.	4.00 p.m.	Sunday	June 13
Ar. Banff	5.00 p.m.	Sunday	June 13
Lv. Banff	10.00 p.m.	Monday	June 14
Ar. Calgary	12.45 a.m.	Tuesday	June 15
Lv. Calgary	1.45 a.m.	Tuesday	June 15
Ar. Winnipeg	6.00 a.m.	Wednesday	June 16

Via Rail—Winnipeg to Toronto

Lv. Winnipeg	6.00 p.m.	Wed'day (C.P.R.)	June 16
Ar. Ft. William	7.00 a.m.	Thursday (C.P.R.)	June 17
Lv. Ft. William or Pt. Arthur	3.00 p.m.	Thursday C.P.R.)	June 17
Ar. Toronto	8.00 p.m.	Friday (C.P.R.)	June 18

Via Lake Route—Winnipeg to Toronto

Lv. Winnipeg	7.00 p.m.	Thursday (C.P.R.)	June 17
Ar. Ft. William	8.00 a.m.	Friday (C.P.R.)	June 18
Lv. Pt. Arthur	1.00 p.m.	Saturday (C.P.SS.)	June 19
Ar. Toronto	11.45 a.m.	Monday (C.P.R.)	June 21

The decision of the Executive of the Branch some time ago to have cards printed bearing a brief summary of the services of the Association, to be hung in the offices of members, are now out, and being distributed. They have been printed in two sets, one in French and the other in English.

The Graphic Arts section has held several meetings during the month with respect to the new demands by the printers. Negotiations have gone along smoothly, and difficulties which were at first threatening have been amicably surmounted. W. A. Desbarats, who for two years has been chairman of the section, has closed his tenure of office, and left on April 22nd for a two months' holiday trip to the United Kingdom and on the Continent.

Industrial Meeting at Niagara

Programme Announced

The municipalities comprising the Niagara District Industrial Association will hold a three days' congress on August 2, 3 and 4. To it will be invited United Kingdom and United States manufacturers, who have in prospect the establishment of Canadian branches of their industries, with a view to showing them the advantages of the district as a location for manufacturing plants. The programme of entertainment is as follows:

Monday, August 2nd

Noon.—Luncheon at the Refectory, Queen Victoria Niagara Falls Park, as guests of Queen Victoria Niagara Falls Park Commissioners.

Afternoon.—The Falls of Niagara, the world-famed power plants, and the Chippawa-Queenston Power Development, now under construction by the Hydro-Electric Power Commission of Ontario.

Evening.—Banquet at the Clifton Hotel, Niagara Falls, addressed by the Dominion Ministers of Trade and Commerce, Railways and Canals, and Labor.

Tuesday, August 3rd

Morning.—Motor trip on the Niagara Boulevard (skirting the majestic Niagara River) to Bridgeburg and old Fort Erie, thence to Crystal Beach for luncheon.

Afternoon.—By boat to Port Colborne. Two hours for inspection of the largest flour mill in the British Empire,

the largest nickel plant in the world, and the Canadian Government elevators. Then by boat down the Canal to Welland.

Evening.—Banquet at Welland, followed by motor trip to St. Catharines.

Wednesday, August 4th

With St. Catharines as Headquarters.—An inspection of the Welland Ship Canal, and a visit to Port Dalhousie, Merritton and Thorold.

The municipalities comprised in the Niagara District Industrial Association are the cities of St. Catharines, Niagara Falls and Welland; the towns of Merritton, Thorold, Port Colborne and Bridgeburg; the villages of Port Dalhousie, Humberstone and Fort Erie, and the townships of Grantham, Thorold, Crowland, Humberstone and Bertie.

W. M. German, K.C., Welland, is president; H. P. Stephens, Mayor of Niagara Falls, 1st vice-president; E. J. Lovelace, Mayor of St. Catharines, 2nd vice-president; G. W. Sutherland, Mayor of Welland, 3rd vice-president; Louis Blake Duff, Welland, secretary.

Australian Tariff Explained and Discussed

Mr. Mark Sheldon Speaks

A meeting at which a number of members of the Association were given an opportunity to learn something about the new Australian tariff was held in the Association rooms, Toronto, on April 8. The guest of the Association on this occasion was Mr. Mark Sheldon, Commissioner in the United States for the Commonwealth of Australia. Mr. G. W. Watts occupied the chair and introduced the speaker.

Mr. Sheldon explained that the new Australian tariff, which became effective on March 25, was highly protective and that, while still giving a preference to the United Kingdom, it at the same time provided for an increase in the rates of duty on importations from the United Kingdom.

Canada had in the past quite a trade with Australia in cotton piece goods, haberdashery, etc., and Mr. Sheldon stated that he thought the new tariff would seriously affect such exports. He mentioned that among Canada's chief exports to Australia were lumber, newsprint paper, canned salmon and agricultural machinery, but pointed out that only 2 per cent. of the imports into Australia are from Canada, while 25 per cent. are from the United States.

Importations from Canada are dutiable under the general tariff. There is also an intermediate tariff, which might be called a bargaining tariff. As to the possibility of Canada being placed under the preferential tariff, this would be a matter for bargaining between the two countries. Mr. Sheldon stated that he would be pleased to place before his Government any views which might be expressed by the manufacturers, and he felt that there would be a strong sentiment in Australia for trade as between the two countries.

Referring to the progress of Australian industry, Mr. Sheldon said that there were about 15,000 manufacturers in the country. The key industry is steel and Australia has now started to produce steel. There are large deposits of ore, and coal lies along the seaboard of the east coast. Under the new tariff the steel industry is given protection. Requirements of steel rails and girders, which have been standardized and the number of grades reduced to about forty, will be supplied from the steel industry at Broken Hill.

Australia is also going into the tin plate industry, the Lysaght firm being interested in the establishment of a plant to manufacture galvanized iron and tin plate. Another industry to be developed was the wool top industry and latterly all domestic requirements in woollen hosiery have been produced in Australia. The glass industry is also widening out and window glass is now being manufactured.

Following Mr. Sheldon's address, several members present participated in a discussion of Canadian-Australian tariff relations. Mr. S. R. Parsons expressed the opinion that there was nothing more desirable that could be worked out than some sort of a preferential tariff between the two countries and urged manufacturers to make a thorough study of the situation. Mr. Lloyd Harris followed with a review of what had been done by the Canadian Mission in London to promote closer trade relations between the different parts of the Empire. He stated that while in England both Mr. Jones and himself had become impressed with the view that the best fields to cultivate for the extension of Canadian trade lay within the empire. He felt that the question of preferential trade with Australia would carry the judgment of the Canadian people. He did not know whether Canada would derive the most advantage or Australia; neither country should enter into the agreement with the idea that they would get all the advantage. The thing must be mutual.

In answer to certain questions, Mr. Sheldon stated that there was no possible chance of the Australian method of valuation ever being altered. To do so would mean placing Canada on an altogether different footing to the United Kingdom and other parts of the Empire.

In considering the new tariff it must be remembered that Australia was becoming a manufacturing country. She had been isolated during the war and was determined that she would not be isolated again. The iron and steel industry would be a success and shipbuilding was already being carried on successfully. During the war plates were imported from the United States; they are now being made in Australia. The country possessed large deposits of salt and would be able to produce all the by-products of the alkaloid industry. Rubber was not produced in Australia but was grown in New Guinea and the Australian rubber industry was growing. In the matter of confectionery, Australia is now producing all its own requirements.

Manitoba Employers Form New Organization

Employers' Association Launched

At a meeting attended by some 220 employers, representing twenty-five different groups of trade and industry, an employers' association for Manitoba was organized in Winnipeg on March 30. Following the meeting, Mr. Chas. F. Roland, acting secretary, issued a report dealing with the proceedings and plans of the organization. This reads, in part, as follows:—

"Reports on membership, finance, collective bargaining and state insurance were presented, sanely discussed, and adopted. The report showed a founder membership that had enrolled voluntarily since January 20, 243 firms, which were employing, outside of executive officers, 13,817 hands, of which 10,386 were male employees and 3,431 female, and a total annual wage of $11,368,105. Nothing like a full canvass of the field had been made previous to organizing permanently, but steps will be taken immediately by the directors appointed last night to extend the organization until it has covered every town of importance in the province.

All Trades are on the Executive.

"Every trade group is represented in the fifty-one directors elected last night, and include representatives from the cities of Brandon, Portage and St. Boniface. The election of officers will be dealt with at a later meeting of directors.



Apostles of Western Development

Five Members of the Party of Westerners Who Have Been Addressing Gatherings of Manufacturers in Eastern Canada in the interests of the Alberta Industrial Congress and Western Canada Colonization Association. From left to right they are:—Major F. J. James, President Regina Board of Trade; Col. J. Y. Reid, Winnipeg Board of Trade; Mayor M. A. Brown, of Medicine Hat, President Alberta Industrial Development Association; A. E. MacKenzie, Brandon Board of Trade; and Brig-General H. F. McDonald, C.M.G., D.S.O., General Manager, Alberta Industrial Development Association

The draft constitution and by-laws which had been prepared by the provincial executive, which has had charge of the organization work during the past few months, were confirmed at the meeting.

"The chairman at this point outlined that since the provisional committee had been appointed in January, they had had representatives of Employers' Associations of Toronto, Minneapolis, British Columbia, and other points, visit Winnipeg, and had gathered by letter and telegraphic correspondence much information that had convinced the committee that existing conditions here called for immediate steps to be taken in the formation of the association.

"Briefly, the constitution, policy and principles are set forth as follows:—

"1. To promote a fair and equitable basis, industrial peace, and commercial prosperity, in the community, and the steady employment of labor.

"2. To discourage lockouts, strikes and unfair demands by either employer or employee.

"3. To secure for employer and employee, freedom of contract in the manner of employment.

"4. To disseminate a knowledge of the fundamental economic laws and conditions upon which a successful and desirable community life depends.

New Organization is Necessary.

"Recognizing that present financial conditions make it wise and imperative for business men to establish and maintain in Manitoba the most favorable conditions obtainable, in order to take advantage of the future opportunities this province offers for its agricultural, industrial and commercial development, employers assembled last night took a positive and absolute stand for the open shop principles in all lines of business, and, further, that as citizens with large sums of capital invested, they will urge upon Provincial and Dominion Governments in establishing and maintaining such principles, and will lend the association's moral and active support to maintain these principles in the future working out of the Provincial Industrial Conditions Act and other Canadian-wide uniform legislation, with a view of stimulating greater production and turnover in all lines of industrial trade and commerce.

"On this point, Mr. Roland emphasized what one of the leading speakers at last night's meeting said—that so long as production lags, the cost of living will not reduce, that increased production would solve many of the big economic problems of to-day; that while the cost of living was important, in proportion to other countries, Canada was lower in those increases, while, on the other hand, the increases in wages in almost all trades was among the highest of any country. It was pointed out that there was no reason for any worker in any line being idle to-day, and with these conditions existing there was no reason for delaying production, but every reason for increasing output to the limit. Small production meant big overhead; greater production meant lower overhead, and the outstanding problem in the high cost of living was the present high cost of production.

"Not only was it pointed out in the constitution, but it was emphasized in many of the speeches made, that employers were not organized to combat unionized labor, but, that as long as labor organized for the purpose of assisting their members by honest effort to improve conditions in general, the association would work with them in every possible way."

New Proposed Maritime Province Legislation

By H. R. THOMPSON
Secretary, Maritime Division, C.M.A.

The three Maritime Province Legislatures were still in session at the end of April. The Nova Scotia and New Brunswick Legislatures opened on March 4 and 12 respectively and the Prince Edward Island Legislature on April 6. Quite a number of bills affecting industry have already been introduced and others may be expected.

Workmen's Compensation.—A bill has been introduced in the Nova Scotia Legislature amending the Workmen's Compensation Act, providing for an increase in the amount of compensation from 55 to 66⅔ per cent., also increases in the pensions payable to the dependents in the case of a death. Representations will probably be made opposing the general increase from 55 to 66⅔ per cent.

Minimum Wage for Women.—An act has been passed at the present session of the Nova Scotia Legislature, providing for the appointment of a board of five members, to establish minimum wages and hours of work for women employed in factories and shops.

Development of Power.—A bill is now before the New Brunswick Legislature, which, if passed, will give the Government the right to take over and develop any water power site. There are a number of valuable sites from which power can be obtained, some of which it seems are being held for

speculative purposes, and it is anticipated that the passing of the proposed bill will assist toward the early development of some cheaper power in New Brunswick.

Factories Act.—A bill to amend and consolidate the New Brunswick Factories Act has been presented to the House. The chief new feature is that the Workmen's Compensation Board is given authority to make rules and regulations, governing the conditions in the factories, and to take action towards the enforcement of same.

Taxation of Unlicensed Insurance.—A bill entitled "An Act respecting the Taxation of Certain Companies and Associations" has been presented to the New Brunswick Legislature. If the bill passes as it now reads, certain clauses dealing with the taxation of insurance companies will prohibit the unlicensed insurance companies from doing business within the province. Opposition is now being worked up with the hope that certain amendments will be made.

Programme N.B. Federation of Labor.—The New Brunswick Federation of Labor presented a very comprehensive programme at the present session of the New Brunswick Legislature. The Association procured a copy a few days later, which afforded the employers the opportunity to prepare and present a brief dealing with the separate items, before any action was taken by the Government. As far as we can ascertain, it has not yet been decided just what features may be brought up in the form of bills for the House to consider.

Collective Bargaining in Manitoba

By G. E. CARPENTER

Secretary, Prairie Division, C.M.A.

While the representatives of workers and employers meeting in joint conference with a committee of members of the Manitoba Legislature at its recent session could not agree upon any definition of Collective Bargaining, members of the House made a recommendation to the Government resulting in the introduction by the Premier of an amendment to the Industrial Conditions Act. As this is the first legislation in any Canadian province which recognizes Collective Bargaining, it will be interesting to quote the amendment in full.

AN ACT TO AMEND "THE INDUSTRIAL CONDITIONS ACT."

His Majestty, by and with the advice and consent of the Legislative Assembly of Manitoba, enacts as follows:

1. "The Industrial Conditions Act," being chapter 43 of the Statutes of Manitoba, 9 George V, is hereby amended by adding thereto the following:

(*a*) The right of employers and employees to organize for any lawful purpose is hereby recognized;

(*b*) Employers and employees shall have the right to bargain with one another individually, or collectively, through their organizations or its representatives, provided that in case of any dispute between employers and any such organization of employees or its representatives as to the manner or the terms and conditions of such bargaining such disputes shall be submitted to the Joint Council of Industry, and dealt with by it in the manner prescribed by this Act.

2. The Joint Council of Industry shall proceed to investigate forthwith after such dispute has arisen and not more than five days thereafter. And such investigation shall be carried on with all reasonable despatch, with no postponement or adjournments except such as are absolutely necessary to render the enquiry complete, or are otherwise unavoidable, and the report of the said Joint Council of Industry shall be made within ten days of the completion of such investigation.

3. Section 11 of the said Act is hereby amended by adding after the word "such" in the third line thereof, "or that any agreement or arrangement between employers and employees injuriously affects the public."

4. Schedule "A" of the said Act is hereby repealed.

5. This Act shall come into force on the day it is assented to.

Labor has continually refused to nominate representatives for appointment by the Government on the Industrial Tribunal under the original Industrial Conditions Act, although the Winnipeg branch complied with the Government's request for nominations immediately such request was received after passage of the last Session of the Legislature. When the above amendment was introduced the Committee appeared before the Law Amendments Committee and urged that labor should nominate its representatives and try out the original Act for a year, when it would be ascertained whether or not any amendments were required. In other words they urged that any amendment dealing with such a controversial subject as Collective Bargaining should be based upon experience rather than an attempt being made to deal with the matter without knowledge. Employers' representatives also objected strongly to that part of the amendment dealing with the manner in which Collective Bargaining should be practised, contending that more disputes would arise in connection therewith then as to the differences between the workmen and their employers. They pointed out that had they been tied down to any procedure in the past many differences which had been adjusted satisfactorily to both parties would have been impossible of achievement.

Labor's representative stated that while the amendment was not satisfactory to labor in that it did not go far enough in its definition of Collective Bargaining, and further, that the Government did not intend to pass an Anti-Injunction Law, labor was prepared to accept the amendment, nominate representatives for appointment on the Industrial Tribunal and try the Act out with a view to arriving at some way of adjusting industrial disputes. Notwithstanding the objections of both sides the amendment was passed as introduced.

Accident Prevention in Nova Scotia

By H. R. THOMPSON

Secretary, Maritime Division, C.M.A.

The Maritime Division has been successful in promoting an Accident Prevention Association in Nova Scotia, under the provisions of Section 80 of the Workmen's Compensation Act, the constitution of which is considered very favorable from the employers' standpoint, and has been approved by the Compensation Board. The chief features of the constitution are:—

1. *Objects and Powers.*—The principal sections of which read as follows:—

(*a*) To promote and carry on the work of the prevention of accidents and of industrial diseases in all industries now within, or which hereafter may be, brought within the scope or operation of Part 1 of the Workmen's Compensation Act of Nova Scotia.

(*b*) To make rules for the prevention of such accidents and diseases in such industries.

(*c*) To apply for and obtain approval by the Workmen's Compensation Board of such rules and of the constitution of the Association, with object of having such rules made binding upon and enforceable against the employers in the said industries, whether or not such employers are members of this Association.

(*d*) To represent employers within the scope or operation of the Workmen's Compensation Act in connection with the administration of said act.

(*g*) To employ inspectors, engineers, experts, accountants, secretaries, and other officers and persons.

(*h*) Generally to do all matters and things that may be authorized at any general or special meeting of the association.

2. The Compensation Board has been furnishing the necessary funds to carry on the work. No membership fee has been provided. Every employer, assessed under the Act, is considered a member and receives a notice of all general meetings and has a voice in the proceedings. It is strictly an "Open Shop."

3. Provision has been made in the constitution for the formation of "Sections" to deal with matters peculiar to particular classes or groups of industries.

4. It is generally recognized that the association is a purely employers' organization, and in order to illustrate this fact, the secretary of the Maritime Division, C.M.A., is acting as the secretary for the Accident Prevention Association.

5. Thus far full co-operation has been received from the Workmen's Compensation Board and the portion of its records which are of assistance in the work of the association are made available for its use. The office of the association is located in the same building as the Compensation Board and on the next floor above. The work, of necessity, keeps the association in constant touch with the board and the location of the office facilitates matters.

Safety Work

Sections have been organized for the metal trades and the lumbering and woodworking industries. A code of "Rules and Regulations" for the metal trades was considered and adopted at a late meeting of the section. This code has since been approved by the Workmen's Compensation Board and is now enforceable on all the industries in the metal trades. A meeting of the employers engaged in the lumbering and woodworking industries is to be held on May 12th in an endeavor to devise ways and means of reducing the hazard in these industries. It is anticipated that meetings will be held in the near future in an endeavor to organize "sections" for the other classes under the Act.

A "field organizer" has been engaged to devote his whole time to visiting all sections of the Province, to explain the organization and work of the association to the individual employers, and in an endeavor to impress them with the necessity for actively co-operating towards the prevention of accidents. Success in accident prevention work depends entirely upon the interest displayed by the individual employer. If he is not a real convert as to what can be accomplished, a whole army of inspectors and safety engineers cannot attain satisfactory results. In Nova Scotia we are first going to aim our campaign at the individual plant managers. When we get his support we are confident that something tangible can be done.

Annual Meeting at Halifax

The annual meeting of the Nova Scotia Accident Prevention Association took place in Halifax on March 25. The president, Mr. C. D. Dennis, of Rhodes, Curry, Limited, Amherst, was in the chair, and all the large industries of the province had representatives present. In his address Mr. Dennis reviewed the work of the organization since its inception in April, 1919, and outlined some of the difficulties that had been encountered. Addresses were then delivered by Messrs. F. E. Lucas, Dominion Steel Corporation, chairman of the Metal Trades Section; F. W. Armstrong, vice-chairman of the Workmen's Compensation Board, and John McKeigan, chief auditor of that body. Several members present took advantage of the opportunity to ask questions regarding various phases of the application of the Compensation Act.

The election of the officers and general executive committee resulted as follows:

President—G. D. Macdougall, N. S. Steel & Coal Co.
1st Vice-Pres.—F. E. Lucas, Dominion Steel Corporation.
2nd Vice-Pres.—J. E. McLurg, Halifax Shipyards, Limited.
Secretary-Treas.—H. R. Thompson, Canadian Manufacturers Association.

Executive Committee

Class 1—Mining, A. J. Tonge, Dominion Coal Co., Limited.
Class 3—Lumbering, Woodworking, R. E. Dickie.
Class 5—Metal Trades, R. B. Stewart, Maritime Bridge Co., Limited.
Class 6—Miscellaneous, C. V. Monaghan, Moirs Limited.
Class 7—Building Construction, A. S. Curry, Rhodes Curry, Limited.
Class 8—Public Utilities, J. H. Windfield, Mar. Tel. & Tel. Co., Limited.
Class 9—Transportation and Navigation, G. W. C. Hensley, Pickford & Black, Limited

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Ontario Division and Toronto Branch Annuals

Held in Toronto, April 29th

Both the Ontario Division and the Toronto Branch held their annual meetings on Thursday, April 29, at the King Edward Hotel, Toronto. A good attendance of members was present in both cases. Reports from the various standing committees were presented.

Mr. J. R. Shaw, Canada Furniture Manufacturers, Limited, Woodstock, was elected chairman of the Ontario Division, with Mr. W. C. Coulter, Booth-Coulter Copper & Brass Co., Limited, vice-chairman. The following were elected to the Executive Committee: H. Barrett, Paris; W. R. Breyfogle, Peterboro; G. C. Cockshutt, Brantford; W. Cowan, Galt; G. H. Douglas, Hamilton; R. H. Easson, Toronto; H. W. Fleury, Aurora; E. H. Gurney, Toronto; Fred Hatch, Whitby; T. A. Hollinrake, Toronto; J. G. Hossack, Toronto; Wm. Inglis, Toronto; J. G. Kent, Toronto; G. M. McGregor, Ford; Thos. Roden, Toronto; H. J. Waddie, Hamilton; C. R. H. Warnock, Galt; S. J. Williams, Kitchener; A. W. White, London; F. H. Whitton, Hamilton.

The new chairman of the Toronto Branch is Mr. T. A. Hollinrake, A. R. Williams Machinery Co., Limited, and the vice-chairman, R. H. Easson, Otto Higel Co., Limited. Following are the members of the Executive Council: C. H. Carlisle, Goodyear Tire and Rubber Co. of Canada, Ltd.; F. S. Corrigan, Sheet Metal Products Co. of Canada, Ltd.; E. J. Freyseng, Freyseng Cork Co., Ltd.; W. R. Gibson, Gurney Foundry Co., Ltd.; A. H. Gourlay, Gourlay, Winter & Leeming, Ltd.; A. E. King, Dunlop Tire & Rubber Goods Co., Ltd.; Walter Laidlaw, R. Laidlaw Lumber Co., Ltd.; R. L. McIntyre, McGregor & McIntyre, Ltd.; T. F. Monypenny, Imperial Varnish and Color Co., Ltd.; Chas. Morrison, the Jas. Morrison Brass Mfg. Co., Ltd.; J. Allan Ross, The Wm. Wrigley Jr. Co., Ltd.; J. A. Scythes, Scythes & Co., Ltd.; W. H. Shapley, Sterling Action and Keys, Ltd.; H. D. Scully, Willys-Overland, Ltd.; E. G. Staunton, Stauntons, Ltd.; J. F. M. Stewart, Point Anne Quarries, Ltd.; H. A. Telfer, Telfer Bros., Ltd.; Geo. Valentine, Massey-Harris Co., Ltd.; Geo. W. Watts, Canadian General Electric Co., Ltd.

A full report of the two meetings will be published in the June issue of INDUSTRIAL CANADA.

At the annual meeting of the Maritime Division, C.M.A., held in Moncton, N.B., on April 28, Mr. R. H. MacKay, of MacKay & Fraser, New Glasgow, was elected chairman for 1920-21. An account of this meeting will appear in the June issue.

The annual meeting of the Prairie Division is scheduled to take place in Winnipeg on May 20.



Scene at the Narrows, near the Entrance to Vancouver Harbor.

Our 1920 Convention City from the Scenic and Tourist Standpoint

By J. REGINALD DAVISON
Industrial Commissioner, Vancouver

IN VANCOUVER we realize that tourist travel and tourist entertaining is a great big industry, with all sorts of money in it. Capital, office space, working staff, advertising and all other instruments for business-getting have to be used, exactly as is the case with all other industries, but with this difference: Vancouver's stock-in-trade is always being sold, yet it is never depleted. Care has to be taken of it, of course, in the building and repairing of roads, maintaining of parks and mountain ways, and attending constantly to the details of scenery-keeping, just as the trained housewife gives daily care to her home in order that her family may the more enjoy it and that it may be of pleasure to her guests.

Vancouver has some big things for sale in a scenic way. People who came first to Vancouver took them for granted; gazed upon them in wonder, and wrote to their friends about them, but did not dream that they were a money-making asset of Vancouver and for Vancouver and that all other people who wanted to see them must come to Vancouver to look.

Pauline Johnson, the Iroquois Princess of Ontario's Brant County, was among those who heard and wished to see. When she saw she longed to stay, and her last earthly resting place is here.

Not only did she see the great things that are Vancouver's, but being of Indian blood, she found friends here other than the white folk. One Chief Capilano, whom she had met at Buckingham Palace, in Queen Victoria's days, told her of the whys and wherefores of the wonderful physical features—stories that had been handed down from generation to generation in Indian tradition, and these legends Pauline Johnson gathered into written words and spread abroad for all to read.

Overlooking Vancouver City from the north are twin mountain peaks known locally as "The Lions." The legend of their being is so well known and so truly believed on the Pacific Coast that Vancouver is called "The Lion Guarded City."

There is a forest playground of one thousand acres within three-quarters of a mile of the big retail shops of Vancouver, and of it are many tales told, one of them with the mysticism of a weird lure attached. On the west shore of this Stanley Park is the famed Siwash Rock, the form of an Indian brave blessed by the good luck of a growing tree springing out of the bare rock. So great was Pauline Johnson's love for Siwash Rock that she asked permission of the Canadian Government "to be buried as near to it as the sea waters would permit," and within a stone's throw of it her ashes now mingle with the dust.

Through Stanley Park are many wonders: To the south, on the eastern side, are great salt water bathing beaches, three of them around the sides of English Bay, where people from the many Pacific Islands, from South America, and from other lands bordering upon the Pacific Ocean, play during the greater part of the long summer days.

There are many miles of paved roadways, one, locally known as the Marine Drive, that skirts the sea, passes through the farms and gardens along the fresh-water Fraser delta, crosses Burrard Inlet (a vast land-locked harbor of which only one is said to be bigger) and climbs the mountains to Capilano Canyon, the Lynn Valley Retreat, the beauteous crevices of Seymour Creek and comes down to the long curves by the sea again.

These wonders are sold to tourists, for they are written and talked about, and tourists spend money to come and see and enjoy. From the States, to the south of British Columbia, people come by the thousands each week the whole year through, for Vancouver roads are always open, their fringes are ever green, the natural beauties are as great during the winter months as through the summer (springtime is a paradise) and the attractions never wane, for they differ with each month of the year.

There is a five hundred mile loop of perfect roadway from Olympia, State of Washington, up through Vancouver, across the Gulf of Georgia to Vancouver Island, south to Victoria, the capital of British Columbia, and across the Straits of Juan de Fuca to Washington State again. This loop is the Georgian Circuit Highway, and the naming of it is a story.

"In 1792 Captain Vancouver named the entire country through which this circuit passes 'New Georgia,' in honor of the then reigning King of England. With the division of the land between Great Britain and the United States the northern British part was re-named 'British Columbia,' and the southern, United States, part was called 'Washington,' so that the original name was retained only by the body of water directly west of the northern part, known as the Gulf of Georgia. During February, 1915, when the Georgian Circuit was opened, the One Hundred Years' Peace was being celebrated by the people of Canada and the people of the United States. Both Washington, the first President of the United States, and the present King of England were named 'George,' so, crossing the span of America's Beginning to the To-day of Great Britain, was the same Christian name, and it was a happy thought that united the 'Georges' in the naming of this wonderful highway, already recognized among the finest of the famous tours of the Pacific Coast."

A Peace portal is to be erected on the boundary line of Canada and the United States (British Columbia and the State of Washington) during the fall of 1920 to further commemorate the One Hundred Years' Peace—the first Peace Memorial to be erected in the world, so it is said.



Siwash Rock

Famed in Indian Legend marking the burial place of an Iroquois Princess.

All these fine roads; all the tradition and history; all the scenery and fishing, hunting, ball sports and seagoing; the island camping, the mountain climbing; the wonderful climate, the unlimited drinking water—so pure that neither filtering nor boiling is ever needed; the wild flowers, and those ferns that are fresh and green all the year 'round; the big trees that tower 300 feet and more skyward, nad the little trees that bloom and shelter and are covered with fruits and filled with nesting birds; the rocks that may show precious metals when they are tapped by the prospector's pick, and the earth that may yield coal or oil; heavy clay for pottery or fine silt for peach-growing when a spade is sunk into it; the sunsets that make for silence with their loveliness; the salt and fresh waters that teem with fish and fern; the roads that lead upwards and over the mountains into the far north countries, eastward to the fertile fruit valleys of the Fraser, the Nicola, the Okanagan, and the Kootenays—where gold is embedded in the rocks and cascades of power fall over them, and south, into the Republic below us—all these are desirable wares for sale. Hundreds of thousands come to buy and carry the pleasure of seeing them away. They come again to renew their pleasure, and many remain to make their homes. The money they bring and leave in Vancouver during one year is more than the money made by most other single industries in the city.

Australia and New Zealand, France and other European countries—before 1914—long recognized the advantages of the tourist trade, and special departments of their governments were set aside to look after it.

Such a department pays. It should be a department of every government, for the government has authority to attend to matters that are outside the jurisdiction of any particular city publicity bureau. For instance, speaking locally, a part of the highway between Vancouver and New Westminster may be out of repair. Autoists from California motoring into Vancouver may say, "A bit of work needed on the road a little way out; nearly had an accident." What can Vancouver or New Westminster do? Both are powerless. Tell the same story to the Government. Before the autoist goes back the road is ready for him and for all others who may travel over it. Multiply this one instance by thousands, and before you is the reason for Departments of Tourist Industry in the governments of the Provinces of Canada.

In a measure, the Government of British Columbia does take a hand in the tourist business. It is this way: The Province of British Columbia and the States of Washington and Oregon, on the Pacific Coast, have formed a club known as the Pacific North-West Tourist Association. Each government pays a sum into the treasury of the association and the moneys are pooled for the promotion of tourist traffic and trade on the Pacific Coast. The three immense tracts of country rub shoulder to shoulder.



The Famous "Lions"
Twin mountain peaks overlooking Vancouver



On the Marine Drive
Showing Mt. Garibaldi in the background

Entertainment Arrangements for Convention

The Programme Outlined

By HUGH DALTON
Secretary, British Columbia Division

SUBJECT to final adjustments which may be made during the interval between now and the annual meeting, the following is the programme of entertainment that has been laid out for the Convention week in Vancouver and Victoria:

Monday, June 7th—Delegates to the Convention will be the guests of the Vancouver Board of Trade at a luncheon in the ball room of the Hotel Vancouver. Premier Oliver will deliver the principal address at this luncheon. The first session of the Convention, which convenes immediately after the luncheon, will then be opened by the Mayor of Vancouver.

Illustrated Lecture on Japan.

It is expected that Monday evening will be occupied by a semi-official session of the Convention, at which an illustrated lecture on Japan will be given by the Canadian Trade Commissioner at Yokohama, and possibly other similar business.

Tuesday, June 8th—The Rotary Club of this city will act as hosts to those attending our Convention at a luncheon at the Hotel Vancouver. In the evening a boat trip to points of interest in this district is being arranged.

Wednesday, June 9th—The Kiwanis Club will be hosts to visiting members of our Association at a luncheon at the Hotel Vancouver. As it is assumed that the business sessions will terminate with the one on June 9th, morning, a motor drive around Burrard Peninsula, via Barnet, Port Moody, Coquitlam, Fraser Mills and New Westminster, is being arranged, to include inspection of industries at the different points named, and an official reception at New Westminster. Wednesday evening has been set for the annual dinner at the Hotel Vancouver.

Thursday, June 10th—The party will leave here for Victoria in the morning and on arrival there will motor to Mr. Butchart's gardens at Tod Inlet, where tea will be served, and on Thursday evening a special performance will be given at the Royal Victoria Theatre in honor of the visiting manufacturers.

Friday, June 11th—In the morning the party will be taken to Esquimalt for inspection of Yarrow's shipbuilding and dry dock plant, and, if time permits, a visit will also be made to Gordon Head, the famous strawberry producing section of this Province. The programme will conclude with a luncheon on the 11th in the ball room of the Empress Hotel, tendered by the Victoria Rotary Club to visiting manufacturers and their ladies, and on Friday afternoon the party will leave for Vancouver and the East.

In regard to the entertainment of the visiting ladies, it has been arranged that the Vancouver Women's Canadian Club will be the hostesses at a luncheon in honor of these ladies on Monday, June 7th, at "The Lodge." Monday afternoon has been left open, as the local Ladies' Committee in charge of arrangements felt that visiting ladies would no doubt wish to do some shopping, and probably rest up after their trip across the continent. As visiting ladies will probably be in attendance at Monday evening's informal session of the Convention, no programme has been fixed for that evening, although this may possibly be changed.

Entertainment for the Ladies.

On Tuesday afternoon, June 8th, it is proposed to take the visiting ladies for a motor drive to Capilano Canyon; tea to be served at the hotel at the Canyon. Tuesday evening the ladies will, of course, be accompanying the balance of the party on the steamer trip referred to above.

On Wednesday afternoon, June 9th, it is proposed to take the visiting ladies for a steamer trip to Wigwam Inn, and on the return journey to stop off for tea or dinner at the residence of Mrs. J. J. Banfield, on the North Arm of Burrard Inlet, returning to the city about 8 or 9 o'clock.

At Victoria the ladies will, of course, participate in the various arrangements outlined above for June 10th and 11th.

Protest Workmen's Compensation Changes

Delegation Representing C.M.A. and Other Organizations Present Brief to Ontario Government Pointing Out Objection to Certain Proposed Amendments to the Workmen's Compensation Act—Increases will Encourage Malingering

ON April 27 a deputation representing the Canadian Manufacturers Association, the Ontario Miners' Association, the Canada Furniture Manufacturers' Association, the Canadian Stove Manufacturers' Association, and the Canadian Lumbermen's Association, waited on Premier E. C. Drury and members of the Ontario Government, and presented a brief, outlining the position of these bodies with respect to proposed amendments to the Ontario Workmen's Compensation Act.



Vancouverites Enjoying life at English Bay

Mr. J. E. Walsh, general manager of the Association, headed the deputation, and presented the memorial, after which several members supplemented the written statement with verbal comments. Mr. Walsh pointed out that the C.M.A. represented 2,100 industries in Ontario, employing about 400,000 workers, with a total invested capital of over a billion dollars. The brief read as follows:—

General Outline.

1. The Ontario Workmen's Compensation Act provides compensation, in case of injury by accident, for all the workmen of every industry within its scope. If the accident occurs during employment the compensation is automatically payable, except where it is caused by the serious and wilful misconduct of the workman, and even then it is payable, if the accident results in death or serious disablement. The money to pay this compensation is raised by a yearly tax on the industries concerned. Nothing is contributed by the Province or from any other source. The industries named in the Act have no choice as to whether they will come under the Act, nor have they any appeal from the decisions of the Board which administers the Act. The selection of industries to be governed by the Act has been based on the degree of hazard involved, but, while most of the hazardous employments have been included, there are a number of striking exceptions, the chief one, of course, being the farming industry. This omission was specially remarked on by the framer of the Act, Chief Justice Sir William Meredith, in his final report, his explanation being simply that he doubted whether public opinion was ready for it. It may be remarked, however, that in these days of an increasing drift from the country into the town—a drift which is obviously intensified by every improvement of the lot of the urban as compared with the country worker—public opinion may have undergone some change.

Scale of Compensation—A Comparison

2. Under the present Ontario Act, the scale of compensation is 55% of earnings, payable during the entire period of disability (in some cases, therefore, for life), or, in case of death, until the death or remarriage of the widow. A comparison of this scale with that provided by other Canadian and American Compensation Acts shows that, with the

exception of Manitoba (which is not a manufacturing province), Ontario has been more liberal than any other province or state.

Proposed Amendments

3. This, then, is the Act which it is now proposed to amend by increasing the scale from 55% to 75%. Such a change would create the following situation:

(1) 55% scale raised to 75%.

	Highest American Act (California).	Present Ontario Act.	Proposed Amendment.
Scale.....	65% for 240 weeks. Then drop to 40%.	55% for life.	75% for life.
Weekly maximum	$20.83	$21.15	$28.84
Medical aid.....	Limited in all but 5 States.	Unlimited.	Unlimited.

(2) Minimum Weekly Compensation, $12.50.

In addition to the increase from 55% to 75%, a minimum weekly payment of $12.50 is proposed. This means, among other things, that all workers whose wages are less than that amount, will receive full wages while absent from work.

(3) Widows' Compensation raised to $40.00.

The scale of compensation to widows and children is proposed to be increased, from $30.00 and $7.50 to $40.00 and $10.00. Also the maximum of $60.00 is struck out, and, instead, a maximum of 75% of the husband's wages is fixed. The employers represented by the Canadian Manufacturers Association do not object to any reasonable increase being made in the scale of compensation to widows and children.

Increases Made Retroactive

(4) A further and very considerable addition to the burden on those who are to pay the compensation is constituted by the proposed retroactive feature. If this principle is adopted, the industries now in operation will be obliged to provide not merely for their own pensioners, but for the trail of pensioners left behind by the munition works and other concerns which have done business from time to time since the 1st of January, 1915, but have now been wound up or have left the country. And this, it is to be noted, is on top of the proposed increases in the rate of tax on manufacturers of 36.3%, due to the rise in the scale of compensation from 55% to 75%.

Proposed Amendments Wrong in Principle

(5) But the serious increase in cost is not the only objection to these amendments. There is also the danger of increasing the tendency to malinger. An analysis of the working of the present Ontario Act shows that even with a 55% scale there is a tendency toward malingering, and it is obvious that an increase from 55% to 75% will inevitably intensify this tendency. This is particularly important when we remember that the overwhelming majority of cases dealt with are short period disability cases, and therefore it is in these cases that the bulk of the money is paid. The figures for 18,468 in 1918 were:—

37% terminate in 2 weeks or less;
74% " 4 " "
91% " 7 " "
(Table 21, page 40, W. C. Board's Report).

The figures for 1919 are:—
47% terminate in 2 weeks or less;
68% " 3 " "
90% " 6 " "

These are the cases where there is the greatest danger of malingering and they constitute 90% of all the cases dealt with. A further analysis of the short period disability class shows that a large percentage are unmarried persons, in whose case there is no question but that the proposed increase would operate as a direct inducement to malinger. Boys and girls earning less than $12.50 per week get full wages, whether they work or not. The single man receiving 75% of his earnings will, in most cases, be quite comfortable, and even the married man, provided his wages were fairly high, will not feel any great keenness to return to work. It should not be forgotten that this Act is one for the compensation of workmen, i.e., of men who work. It is not an Old Age Pensions Act, neither is it an Unemployment Insurance Act. At least, that was not the intention of the man who framed it or of the legislature that passed it. The proposed changes, it is submitted, are conceived, to a large extent, in the spirit of old age and unemployment insurance measures. However desirable these features may be, it is submitted they should be furnished at the expense of the State in the first instance, and should not lightly be incorporated in a measure of industrial insurance which is for the compensation of workmen injured through accident during their employment.

The Proper Principle—Adequate Maintenance

(6) The ideal scale of compensation, it is admitted, is one high enough to provide adequate medical attendance and adequate maintenance during disability, but not so high as to induce malingering. The question of maintenance, of course, raises the question of the increased cost of living. If, however, this is the ground for the present demand, the answer is that the rise in wages has at least kept pace with the general rise in prices, and we are, as it has been recently expressed, running around the uneconomic circle like a squirrel in its cage. Thus the Board's Report for 1919 shows that there has been a marked increase in the average weekly wage from $13.27 in 1915 to $24.80 in 1919. If the principle to be applied is that of adequate maintenance, it is unsound to fix a scale so high that the highly-paid worker—and who is not highly paid at present?—is receiving much more than is required for such maintenance. It must not be forgotten that the cost of maintenance is no greater for the highly-paid man than for his less fortunate comrade. Why, then, should any distinction be made? To make a distinction is, it is submitted, to abandon the principle of maintenance during disability, and to create the "Profiteer Pensioner," i.e., the malingerer.

No Reason Shown for Change in Present Act

(7) A final point is that a survey of 250 cases (out of the 2,516 disability cases at present receiving pensions), has shown that, to quote the Board's report for 1919.

"The pensions awarded by the Board have equalled 55% of the difference between the average weekly earnings before the accident and the average amount earned after the accident. That is, pensions awarded have, on the whole, made up the wage loss resulting from injury, and there is an opportunity for every disabled worker (provided he is willing to seize it) to earn wages which, with his pension, will bring his earnings to a parity with what he was earning at the time of the injury."

There is every reason for believing that, if this survey were extended to include the entire 2,516 cases, it would be found that the present Act was fulfilling satisfactorily the purpose for which it was enacted, and it is submitted that the survey ought to be so extended, and a conclusion reached, one way or the other, before such far-reaching changes in the present Act are even considered—much less made.

All of which is respectfully submitted.

Statement of the Number of Cases in which Pensions are now (April 26, 1920) Being Paid Under the Workmen's Compensation Act.

Death Pensions (to widows, widows and children, children only, and parents).

	Schedule 1 Industries.	Schedule 2 Industries.
Cases under old scale	507	228
Cases under 1919 scale	100	96
Total Death Pension Cases	607	324

Workmen's Pensions (no change in scale).

Permanent Total Disability	45	15
Permanent Partial Disability	1,268	241
Total Workmen's Pensions ..	1,313	256

There are also 33 Crown cases (Provincial and Dominion) in which pensions are being paid, making the total number of pension cases of all kinds at present standing 2,533.

It is impossible without going through the cases in detail to make anything like an accurate estimate of the amount

required to take care of the increase in compensation provided for in the draft amendments, but a very rough approximation would be as follows:—

	Schedule 1.	Schedule 2.
Death Pensions	$1,100,000	$650,000
Workmen's Pensions	1,000,000	300,000

Subsequent to the visit of the deputation to the Government, the following additional information has been supplied to the Premier, Attorney-General and Minister of Labor:—

"With regard to the question of the additional cost involved in making the increase retroactive, we are informed that it would be something over $3,000,000.

"Another question asked on Tuesday was as to the number of pensioners left behind by industries that have done business from time to time since January, 1915, but have now been wound up. Our information is that the figure of 27 mentioned on Tuesday last is the figure for munitions works only. In addition to these, there are the other industries of various kinds that have ceased operations, and also the many cases of individual employers who have withdrawn from business. The exact figures could no doubt be secured from the Board.

"Without going over again the ground covered on Tuesday, I should like to urge that the concluding paragraph of the memorandum submitted should, as I feel it will, be given your serious consideration. While the Government has, in a sense, heard both sides of the question, neither the workers nor the manufacturers can be said to be entirely disinterested. But there is available a body of evidence which is not a matter of opinion or inference by one side or the other, but simply a matter of fact; namely, the history of the 2,516 cases now on the Board's pension list. Unless and until the survey of these cases is completed, the most valuable, and, indeed, the conclusive evidence has, I submit, not been heard."

Visit Campbellford

Box Manufacturers from Toronto and other points Inspect Board Mills

A party of Toronto and Ontario manufacturers interested in the production of paper boxes and cartons paid a visit on April 20 to the mills of the Northumberland Paper & Electric Co., Limited, at Campbellford, Ont., where they were shown the different processes of manufacturing pulp and board, under the guidance of David F. Robertson, general manager of the company. Those who took the trip were:—

From Toronto: Mr. Bennett, Rudd Paper Box, Limited; Mr. Fielder, The Fielder Paper Box Co.; Mr. Fisher, F. W. Fisher & Co.; Mr. Harvey, Lawrason-Doughty Co.; Mr. Lawrence, Dominion Envelope & Carton Co., Ltd.; Mr. Smith, A. D. Shoup Co., Ltd.; Messrs. McKay and Owen, York Paper Box Co., Limited; Messrs. Adams and Gutland, Adams Manufacturing Co., Limited; Mr. Prescott, A. E. Long & Co.; Messrs. Collett and Sproule, Collett-Sproule, Limited; Mr. Morrison, Automatic Paper Box Co., Limited; Mr. Young, Regal Paper Box Co., Limited; Mr. S. J. Frame, Secretary-Treasurer Canadian Paper Box Manufacturers' Association.

From Hamilton: Mr. C. T. Reid, Chas. Reid & Company; Mr. Tresidder, Tresidder Bros.; Mr. Morley Eager, Hamilton Paper Box Company; Mr. Slater, Paper Boxes of Canada, Limited.

From Guelph: Mr. Small, Guelph Paper Box Company.

From Kitchener: Mr. Boehmer, A. & C. Boehmer, Limited.

From Stratford: Mr. Whitesides, Stratford Paper Box Company.

From Galt: Messrs. Turnbull and Hancock, Galt Paper Box Company.

From Brantford: Mr. Hampel, Hampel Paper Box Company.

From Montreal: Mr. Art. Harries, Canada Paper Box Company, Limited.

Victoria Branch's Annual

Mr. N. A. Yarrow Elected Chairman, and Mr. R. W. Mayhew, Vice-Chairman

The annual meeting of the Victoria, B.C., Branch, C.M.A., was held in the Winch Building, Victoria, on April 13. The secretary, T. J. Goodlake, reported an excellent increase in the number of members during the year. Ways and means of entertaining the members attending the annual convention of the Association in June were discussed and a committee consisting of Messrs. R. W. Mayhew, E. A. Harris, J. D. Pendray, E. Tomlin and T. J. Goodlake was appointed to make arrangements. The following officers were elected:—

Mr. N. A. Yarrow, chairman, to replace Mr. Edwin Tomlin; Mr. R. W. Mayhew, vice-chairman, to replace Mr. G. A. Kirk; Messrs. M. W. Graham, J. L. Tait and E. Tomlin, executive committee; Messrs. N. A. Yarrow, J. L. Tait and T. Tomlin, representatives on the provincial executive.

Co-Ordination of Labor Laws

Representatives of Employers on the Commission for Labor Law Co-Ordination

On April 26 a conference was opened at Ottawa for the purpose of seeing whether the labor laws of the various provinces could not be co-ordinated and unified. The conference is composed of a representative of each of the Canadian Governments—Dominion and Provincial; representatives of employers and representatives of labor. The Dominion representatives are F. A. Acland, Deputy Minister of Labor, for the Government; J. G. Merrick, Secretary Employers' Association of Toronto, for employers, and Tom Moore, President Trades and Labor Council, for the employees.

The provincial representatives of the employers are:—Nova Scotia, Fulton J. Logan, Musquodoboit Harbor; New Brunswick, Angus McLean, Bathurst; Quebec, John Lowe, Valleyfield; Ontario, Sam Harris, Toronto; Manitoba, H. B. Lyall, Winnipeg; Saskatchewan, James Priel, Saskatoon; Alberta, Walter F. McNeill, Calgary; British Columbia, John J. Coughlan, Vancouver.

Buy Welland Plant

Ontario Smelters and Refiners Will Operate Plant of Metals Chemical, Limited

The Ontario Smelters & Refiners, Limited, importers and manufacturers of mineral colors and materials, including oxides and chemicals for potters, glass-makers and enamelers, Chippawa, Ont., have purchased the plant of the Metals Chemical, Limited, Welland, and will use it for the recovery of cobalt oxide, nickel, arsenic, silver, copper and antimony from cobalt ores. The plant is quite complete, and the only changes that will be made will be in the nature of alterations, except for the addition of tanks. When changes are complete, it will have a capacity of 400,000 lbs. of cobalt oxide, 250,000 lbs. nickel, and 600 tons of arsenic. The company will employ 125 men, besides their office and technical staff, when operating at full capacity. The plant at Chippawa will be used for the manufacture of the chemicals required in the smelting process.

Excessive Labor Turnover and Its Remedies

Immense Sums of Money Are Lost Through the Unceasing Shifting of Factory Workers from Place to Place—Few Canadian Plants Have Adequate Methods to Cope with Problem — What May Be Done to Lessen the Evil

By G. W. AUSTEN

IN at least the larger cities of Canada and the United States, manufacturers will tell you that one of their biggest problems now is labor turnover. The unceasing shifting of factory workers from place to place, the constant hiring and firing, the loss and disorganization of output, are costing many individual Canadian companies hundreds of thousands of dollars per year. For the whole Dominion the cost must be very many millions.

Knowing some of the difficulties employment managers and broad-gauged executives in Canadian factories have been meeting in regard to labor turnover, the writer queried a score or more of the larger Canadian firms. The facts revealed show interesting contrasts. In the year ending September 30, 1919, a large agricultural implement industry in Hamilton had a turnover of 100.7 per cent., on an average of 2,111 men on its roll for that period. A rubber manufacturing company in Toronto had a turnover for 1919 of 224 per cent. on an average payroll of 1,494. A Brantford engine company has had a turnover of 90 per cent. Some large Toronto companies have had turnovers of 70 per cent., 134 per cent., and 180 per cent. respectively. Contrasting with these, a Galt metal manufactory has a turnover of only 15 per cent. A Dundas tool company had a turnover of 25 per cent. in 1919, about 20 per cent. of this being unskilled men. A Hamilton steel company employing about 60 hands reports a turnover of about 5 per cent. a month. A Galt machinery firm had a turnover of less than 7 per cent., of which 5 per cent. was unskilled. The Pedlar People of Oshawa had to have 690 men on their payroll at various times in 1919 to maintain an average staff of about 265 employees.

Few Companies Keep Records

Only a few of the larger companies have personnel statistics covering the coming and going of employees and showing details of their personal conditions, or use modern methods of handling this vexing question of labor turnover. Some of the larger companies have no statistics at all on the subject. They do not know what shifting takes place in their labor, why the men leave, what it costs them in time, waste and breakage to replace men who leave. The Ford Company reduced its labor turnover of 416 per cent., which had been costing it $2,000,000 a year, to about 80 per cent. by a special attack on the evil. Each of these large manufactories is suffering heavy loss, much of it preventable, by inattention to this problem, but until competition becomes closer, can charge it up to general cost, and add it on to the selling price.

The usual method of figuring labor turnover is to find out how many employees have been hired in a week or month, to replace those who have left, through avoidable causes. That is, if any employee dies, or a female employee is married, and leaves, the item is not recorded among the leavings for turnover record purposes. A sample calculation would be this: Hired in week ending —— 29, transferred to other departments 10, left 34, discharged 5, laid off 7, died 1, number on payroll end of previous week 2,701, number on payroll end of week, of record 2,685. The number of employees leaving is, therefore, 46, and the number hired 29, replaces only 29. The average payroll is 2,694, which, on a yearly basis gives a percentage of 56 for turnover. This does not, it should be noted, include in the reduction of the staff any allowance for turnover. If employees are released, and not replaced, there is no turnover. If more employees are hired than leave, the excess is not turnover. Turnover is, therefore, replacements that should be avoided.

Reasons for Large Turnover

The facts of the existence of an enormous turnover are generally admitted. Every factory executive needs to be interested in the reasons and remedies. Some of the causes are out of control of the management—housing difficulties, for instance, or family reasons for moving. The Russell Sage Foundation ascertained that of 22,000 men in 78 United States cities, only 16 per cent. were living in the place in which they were born. Modern industrial methods compel workers to move, at times, to get desired change. But insofar as the factory is concerned, the causes of labor turnover may be summarized thus:

1. Poor methods of employment and discharge. Men are hired en masse and fired summarily if they do not make good at the job on which they are put. Foremen often have too much individual authority over personnel under them.
2. Poor methods of promotion. Workmen who are ambitious find they have to move to better their position.
3. The seasonal nature of many industries.
4. Juvenile labor.
5. The monotony of modern factory labor, with its specialized and routine work.
6. Insufficient wages.

Comparatively few Canadian factories have "personnel departments." This department should have access to the individual employee, to overcome difficulties arising out of foremen's mistakes or injudiciousness. It should do the hiring, according to specifications of workers needed, and bring a measure of scientific understanding into play. It should analyze the turnover monthly, by departments, to discover if any department has an exceptionally high mortality, and ascertain the reason therefor. It should check up experience or other recommendations, and look behind the applicant into his personal conditions. By this method the Saxon Motor Company reduced labor turnover by 140 per cent. The Dodge Company has a "blue envelope" committee for considering recommended discharges, to which any worker "on the carpet" may state fully his case. This removes the objectionable possibilities of "too much foreman." Considering the immense possibilities for harmonizing the work of an establishment, by proper supervision and encouragement of employees, the "personnel department" may be made a great saver of money, amounting to hundreds of thousands of dollars annually in factories of several thousand men.

The losses sustained by excessive labor turnover, which is that above 75 per cent., may be enumerated:

1. Clerical cost of hiring and discharging—Time of officials in discharging old and hiring new, plus time on additional records.
2. Cost of instruction given the new employee by foremen and assistants, time on details peculiar to plant, even in the case of experienced men. If training is for skilled labor, cost is relatively larger.
3. Decreased production by new worker before warming up.

4. Breakage and damage by new men, includes actual breakage of machine or tool, stoppage of machine or delay of work, accidents to workers for which employer is liable, and waste and destruction of material.

5. Cost of idle machinery and equipment if the vacant positions are not immediately filled.

It is conservatively estimated that the cash cost of every new employee to a manufacturing firm is $40. It may run as high as $200. A classification drawn for the American Association of Employment Managers put the cost of a highly skilled mechanic at $48, of a mechanic of lesser skill, with a year or two of training at $58.50, of operatives with two or three months' training at $73.50, of unskilled workers at $8.50, and of clerical workers at $29. The average per capita is $40. If a factory has a turnover of 1,500 men in a year, and the cost of each man is $40, all told, there is $60,000 gone. If that can be reduced by one-half, by adequate factory methods removing internal grievances, and attaching the workers, the saving represents a dividend of ten per cent. on $300,000 of capital.

The corrective system has been proven to be the centralizing of hiring and discharging, instead of the department foreman system. Physical and, if possible, mental and experience tests, in hiring, are desirable. Training should be by special instructors, not foremen, the factory conditions should be fully modern. The promotion system should be well designed to encourage the good workman. The Ford Company allows employees to file applications for transfer to another department, and this permits transferring of workers to more congenial tasks, instead of compelling them to leave. Transfer is nearly always tried before discharge, in the expectation that perhaps a change may bring out better effort. Very few Canadian factories have adopted this modern method of handling employees. Some plants have training schools. The Goodyear school cost $42 per month per employee trained. There is no question whatever that there is immense room for improvement in all the conditions under which factory staffs are maintained, and that this question is one of the leading ones that Canadian factory managers must handle in the future.

The Further Development of Export Trade

What Is Needed

FOR reasons that have been frequently emphasized in the press and on the platform, it is essential to the well-being of the country that Canada's export trade should be vigorously prosecuted. Not alone from the standpoint of world needs which require the products of Canadian industry, but for financial reasons, the development of the nation's trade with other countries is alike necessary and urgent.

How may results be best achieved?

Export trade may be viewed from many angles, and its problems are by no means limited to one or two considerations. The tariff question, for instance, has an important bearing on the whole case. It may be enunciated at the outset that two conditions are needed for the promotion of maximum Canadian export trade. These are:—

1. Preferential tariffs with other British countries;

2. Treaty rates with friendly foreign countries by which exclusive markets may be opened for our products.

Valuation of Goods Hampers

Exports from Canada to most of the British Overseas Dominions are hampered by the fact that those countries, as a rule, levy their customs duties on goods from Canada, upon higher values than apply on like goods from the United States. For example, the tariff of Australia consists largely of percentage duties. These duties are assessed upon the value of imported goods as sold for home consumption at the time and place whence shipment is made directly to Australia, plus freight thence to the part of exit from the exporting country, and the whole plus 10 per cent. New Zealand appraises importations similarly for duty purposes. South Africa appraises importations on the same basis, but without adding the 10 per cent. The home selling price in Canada is higher on a very large number of groups of commodities than the United States home selling price on like goods. This is caused very largely by our higher manufacturing costs owing to revenue duties on imported materials, equipment and supplies of a kind not obtainable in Canada. Thus, such goods shipped from Canada into Australia and these other countries are assessed duty on a higher valuation than would apply on like goods shipped thereto from the United States. This results in a larger sum in duties being paid on the same goods shipped from Canada than would be paid on the same goods shipped from the United States. Therefore, purchasers of such commodities in British Overseas Dominions will buy in the United States rather than in Canada.

The same remarks apply to importations into Newfoundland, and most of the other British Overseas Dominions.

It is believed that tariff preferences would overcome the handicaps referred to, while effectually helping to strengthen, develop and consolidate trade and sentiment between the various portions of the British Overseas Dominions.

In Cuba and Brazil the United States enjoys exclusive preferential tariff arrangements which enable her to dominate those markets. By this means last year, the United States controlled over 75 per cent of the total outside trade of Cuba. In the same way she controlled about 70 per cent. of the outside trade of the Philippines, and she absolutely controls the trade of Alaska, Hawaii, Porto Rico, and the recently acquired Danish West Indies.

A policy similar to that followed by the United States toward her overseas dominions is followed by France and Italy, and was followed by Germany when she had overseas dominions.

Canada was the pioneer in inaugurating British preferential tariffs, and it is to be hoped that other portions of the Empire will extend the movement so that all may benefit through the completion of reciprocal arrangements throughout the whole Empire.

France and Italy Denounce Conventions

As regards tariff treaties with friendly foreign countries, by which markets may be opened for Canadian products, France and Italy have denounced their conventions with Canada, as well as with other countries, in order that they may be able to negotiate fresh conventions, and these conventions will be revised, no doubt, in the near future. France

has announced her intention to inaugurate fresh conventions on the basis of exclusive tariff arrangements with each country with which she negotiates.

New and valuable markets for Canada will undoubtedly be opened up by means of British preferential tariffs and treaties with friendly foreign countries, while on the other hand Canada will be in a position to offer growing markets at home for the products of all these countries. Thus, while the British West Indies need Canada's agricultural and factory products, Canada needs their tropical products. France and Italy require our agricultural products, and many of our factory products, and there are numerous commodities produced in these countries in a large way, which are required in Canada.

There are many other factors which bear on the development of export trade. There would likely be considerable development, provided some system of finance was developed to carry such trade. The desirability of a credit organization under the auspices of the Government is apparent. It would put the exporter in touch with the distributor or consumer in the foreign country. Under the present system (speaking for the small exporter) of doing business through export houses, the Canadian manufacturer acquires very little knowledge of the development of export trade, as in many cases the export merchants buy the goods outright in Canada. In some markets there is no doubt but that conditions of this kind are bound to prevail for years, since the business is built up on the special knowledge gained by experienced export houses of local conditions and requirements. Then again, the export house is not very anxious to put the manufacturer in touch with his customers. It would be in the best interests of Canadian manufacturers, and in the development of industry generally, to put them in direct touch with the markets of foreign countries. This, however, cannot be done unless some financial system is devised which has the recognition and support of the Government, and which will be participated in by the financial institutions and business men of Canada.

Such an organization would provide itself with general information essential to the development of export trade, as well as with a list of prospective customers to all manufacturers dealing through such an organization. Furthermore, it would be a stabilizing influence, which is vitally needed at the present time, to stimulate manufacturers to further effort and provide an incentive for the formation of groups of manufacturers making similar lines of goods for export, and finally, since large production is the chief factor in cheapness of production, the effect would be reflected in lower costs for goods made for the domestic market, with the resulting benefit to the Canadian consumer, and Canadian manufacturers could attain for themselves their proper position in the industrial world.

A New Census of Canada's Developed Water Power

Compiled by Dominion Water Power Branch

THE Dominion Water Power Branch Department of the Interior, and the Dominion Bureau of Statistics, Department of Trade and Commerce, have, through co-operation, just completed an exhaustive census and analysis of the developed water power in Canada. The figures, which are complete to January 1st, 1920, are exceptionally interesting, and are indicative of the marked manner in which the water power resources of the Dominion are being put to advantageous use. Practically every great industrial centre in Canada is now served with hydro-electrical energy, and has within easy transmission distance ample reserves of water power. Active construction in hydro-electrical enterprise is fast linking up the few centres which are still unserved, and which have water-power resources in their vicinity. In those localities where water power is not available, nature has bountifully supplied fuel reserves of coal, gas or oil.

According to a recent computation, the water power resources of the British Empire have been placed at from 50 to 70 million horse power. This does not include such territories, formerly under control of the Central Powers, as will fall in future under British influence. To this total Canada contributes in the neighborhood of 20 million horse power. This figure represents the power available at sites at which more or less definite information is to hand. Continued investigation will undoubtedly add to this figure.

According to the statistics just compiled, there is installed throughout the Dominion some 2,418,000 turbine or water wheel horse power (Table 1), of which 2,215,000 horse power is actually and regularly employed in useful work. The larger figure includes the total installed capacity at full gate, including reserve units. It does not, however, include hydraulic excited units. A large number of the plants now operating are designed for the addition of further units as the market demands. The ultimate capacity of such plants, together with that of new plants now under construction, total some 3,385,000 horse power.

Of the total power installed, 1,756,791 h.p., or 72.7 per cent. is installed in central electric stations. By central electric stations are meant stations which are engaged in the development of electrical energy for sale and distribution. Central station power is sold for lighting, mining, electro-chemical and electro-metallurgical industry, milling and general manufacturing. It is, apparent, therefore, that the central station total listed in column 3 includes a portion of the totals listed in columns 4 and 5 as used in other industries. In the pulp and paper industry 473,265 h.p. is utilized, of which 381,631 h.p. is generated directly from water in pulp and paper establishments, while 91,634 h.p. is purchased from hydro central electric stations.

Hydro power used for other purposes and other industries may be listed as follows: For lighting purposes, 434,613 h.p.; in mining industry, 177,728 h.p.; in flour and grist mills, 42,736 h.p.; in lumber and saw mills, 37,918 h.p.; in other manufacturing industries, 172,955 h.p. These figures are evidence of the widespread manner in which the Dominion's water power resources are being applied to the furtherance of its industrial development. In further reference to the foregoing total of water power developed in Canada, it might be noted that during the fiscal year ending March 31st, 1919, there were exported from plants included in tabulation, 175,000 h.p. years.

The total installed water wheel and turbine horse power in hydro central electric stations is 1,756,791 h.p. Fuel auxiliaries installed as stand-bys to these hydro stations bring the total installed primary capacity up to 1,873,989

h.p., connected to 1,449,180 k.v.a. dynamo capactiy. The total capital invested in these central stations, inclusive of transmission and distribution systems, is $369,464,961, or an average of $210 per installed primary horse power.

Of special interest to engineers is the actual cost of construction of hydro-electric power stations, exclusive of transmission and distribution systems. The figures of 70 representative hydro-electric stations throughout the Dominion, with an aggregate turbine installation of 745,797 horse power, show a total construction cost of $50,740,468 (pre-war figures), or an average of $69.11 per installed horse power. This cost includes the capital invested in construction of dams, flumes, penstocks, and all hydraulic works, and of power stations and equipment. It excludes real estate and transmission and distribution equipment. The figure in brief represents the capital cost of construction at the power site.

With a water power development of 274 h.p. per thousand population, Canada stands well in the forefront in respect to availability and utilization of hydro power resources, being only surpassed in this respect by Norway. The enormous water power reserves still untouched form a substantial basis for the progressive exploitation and development of other natural resources, and, if properly co-ordinated with the development and utilization of the enormous fuel resources of the Dominion, are an assurance of continued industrial expansion and prosperity.

Erecting New Plant

Hayward Lumber Co., Limited, Edmonton, Have Outgrown Their Old Factory

The manufacturing business of the Hayward Lumber Co., Limited, Edmonton, has grown so rapidly since its inception in 1916 that they have outgrown their plant and are now erecting a new plant. The main building will be 65 x 162 feet, two full storeys, of concrete and brick, and as nearly fireproof as possible. They are also erecting a power-house and dry kiln, the latter being one of the most modern in Western Canada. It is hoped to have the new plant completed and operating by midsummer or early autumn. The product of the company is windows, doors, special mill work, interior finish of all kinds, mouldings, turnings, etc. Approximately from 65 to 75 hands will be employed, while the investment is about $100,000.

The Hayward Lumber Co. started operations in 1905 at Vermilion, Alta., at which time G. E. Hayward was sole owner. In 1911 incorporation with an authorized capital of $100,000 was secured. In 1916 the capital was increased to $250,000. During this year the head office was moved to Edmonton, and a factory was acquired. In addition to the manufacturing plant, eighteen lumber yards throughout Alberta are operated. Mr. Hayward is president, holding practically all the stock. John Hening is secretary-treasurer.

Distribution of Developed Water Power in Canada by Provinces and by Use of Power, Jan. 1st, 1920

	DEVELOPED WATER POWER.							UNDEVELOPED WATER POWER.
	Total Waterwheel and Turbine Horsepower installed.	Total Waterwheel and Turbine Horsepower installed for use in			Total Horsepower actually employed.	Ultimate Designed Capacity of Plants now operating or under construction in Horsepower.	Installed Horsepower per 1,000 Population.	
		Central Electric Stations.	Pulp and Paper Industry.	Other Manufacturing Industries.				
1	2	3	4	5	6	7	8	9
YUKON	13,199	10,000	....	....	11,349	13,199	1,467	100,000
BRITISH COLUMBIA	308,167	211,043	46,962	46,094	276,795	350,832	429	3,000,000
ALBERTA	32,992	32,580	....	17	31,754	33,070	56	466,000
SASKATCHEWAN	....	....	....	....	....	....	....	567,000
MANITOBA	83,447	71,790	....	....	75,100	297,047	135	3,218,000
ONTARIO	1,015,726	794,621	158,095	99,230	934,015	1,460,920	360	5,800,000
QUEBEC	910,029	623,088	249,332	270,961	838,071	1,146,465	391	6,000,000
NEW BRUNSWICK	18,080	9,378	2,693	6,009	16,657	29,115	49	300,000
NOVA SCOTIA	34,323	4,064	16,183	12,276	29,359	52,202	66	100,000
PRINCE EDWARD ISLAND	1,933	227	....	1,789	1,621	1,958	21	3,000
TOTALS	2,417,896	1,756,791	473,265	436,376	2,214,721	3,384,808	2,984	19,554,000

NOTE.—The central station power listed in Col. 3 is developed for sale. Part is sold to Pulp and Paper and other industries, and such part is included in Cols. 4 and 5, along with the power that is directly installed in these industries.

There were exported from plants included in the tabulation, 175,000 horsepower years in the year ending March 31st, 1919.





Two Jolly Groups at the Massey-Harris Plant, Brantford

On the left is shown one of the teams in the inter-departmental league; on the right, one of the girl employees' soft ball teams

Recreational Opportunities for Workers

The Big Four Group of Industries in Brantford Have Inaugurated Successful Scheme for Promoting Healthy Recreation Among Their Employees—Playing Fields Are Provided and an Organizing Industrial Secretary is Employed

By WELFARE WORKER

FOUR of the largest industries in Brantford, known locally as the "Big Four," have, during the past year, gone in actively for the promotion of recreational activities among their employees, under the direction of an industrial secretary. The four are the Cockshutt Plow Company, the Massey-Harris Co., the Verity Plow Co., and the Waterous Engine Works. So successful has been their effort to provide recreational opportunities for their employees that other local industries are making provision for similar activities, while the industrial secretary, Harry Fleming, who inaugurated this particular line of work in Brantford, has had numerous calls from other cities to go and explain the system.

How the Work Started

The experience of the Brantford "Big Four" will be of interest to all who have the welfare of their employees at heart, and a brief description of what is being done should prove of value at the present moment, when organization for the outdoor recreations of the summer season is under consideration.

Early last summer, Mr. Fleming, who was then the industrial secretary of the local Y.M.C.A., inaugurated recreation fields in connection with three of the plants mentioned, and promoted recreation for the employees. Tennis courts, indoor baseball diamonds, quoit drives and shop picnics were featured, also shop talks at the noon hour. This work grew to such a large extent in a few months' time that four of the plants decided to employ the industrial secretary to devote his entire time to this feature.

During the summer soft ball leagues were organized in the different plants which were inter-departmental, and quoit and tennis tournaments were held. The employees entered into the spirit of these games in a very enthusiastic way. In promoting the inter-departmental activities, it was the intention to persuade every man in the shops as far as possible to take part. When the whistle blew at 5 o'clock recreation fields were at times crowded to capacity. Soft ball games were scheduled every afternoon in the week at this time, when the men, clad in their working clothes and overalls, were glad to have the opportunity for organized recreation. The departmental spirit was cultivated and in this way co-operation was promoted amongst the employees in the various departments. The various departments had their own teams, and when their games were played would turn out in large numbers to witness their mates perform.

The work during the summer months got so extensive that it was decided to organize a service committee in each plant to handle the varied activities. It was found that this work could best be promoted by a trained man, who had a keen knowledge of athletics and organizing ability, and was tactful in handling men.

This work has proved to be very successful and necessary in the shops, as it helps to break down barriers which often arise between employees of different departments. Then, when these men meet in organized games, they very soon get over their difficulties and a great spirit of good fellowship results.

Fall and Winter Activities

During the fall and winter months bowling leagues in each shop have been featured. Two of the factories have their own skating rinks. Hockey leagues have been organized. Foremen's clubs have been inaugurated.

A new feature has been the Industrial Boys' Club, which has rooms in a central location, for the four factories. The industrial secretary handles these boys on Sunday afternoon in Bible class work and one night a week there is a varied programme put on for their entertainment—sometimes boxing, wrestling, moving pictures, banquets, and

popular talks. In this way the boys of the factories are reached and recreation promoted for them.

At least once a month each one of the factories has a big social night, when all the employees and their families and lady friends gather together and a big programme is put on, consisting of music, games and refreshments. This provides an opportunity for the employees to get better acquainted with each other and their families, and promotes a great spirit of helpfulness and friendship.

Held Baby Contest

Spanish River Pulp Employees Vote on Best Looking Babies in Spanish River Families

A recent issue of the *Spanish River News*, the weekly paper issued by the Spanish River Pulp & Paper Mills in the interests of their employees and the community, contains photographs of over a hundred children entered in a baby contest held by the company. Three $15 prizes were awarded by the company, following a vote taken among the employees. Speaking of the contest, the *News* says:

"The future of Spanish River depends upon the babies. They are growing so fast now, you can hardly believe your eyes. Soon they will be going to school. Tell them about the paper business. If you start your boy early enough, and give him a good education, the company will help him to learn the paper business and he can get to be a superintendent, an assistant superintendent, a foreman or a manager. You can't keep a good man down. If he's got the brains, and shows that he has; if he works and can be 'shown' without pretending 'to know it all,' he's got a good future ahead of him. Give these babies a chance and Canada will be a better nation, Spanish River a finer company, and you and your wife prouder and happier folks."

It is scarcely necessary to say that this is the kind of attention from the company to its employees which is going to help to maintain friendly relations.

Works Council Adopted in Winnipeg

Manitoba Bridge and Iron Works, Limited, Have the Plan Now in Operation—Some of the Regulations Governing the System

Among recent Canadian companies to introduce the Works Council plan are the Manitoba Bridge and Iron Works, Limited. Employees voted favorably on the adoption of the plan on November 29, 1919, and councils have subsequently been established in the company's works at Winnipeg and Selkirk. Up to the present time, the scheme promises well.

The plan follows the general idea of Works Councils established within the past few years. It provides that employee representatives shall have an equal voice and voting power with management representatives, while the basis of representation shall generally be one employee for each department, with a minimum of six employee representatives on the council. Foremen, or other employees having the power of employment or discharge, are not eligible for nomination, and only employees who are citizens of Canada, twenty-one years old or over, and who have been at least a year in the employ of the company, are eligible.

Provision is made so that the election of employee representatives may be carried out by secret ballot, and it is also provided that an employee representative may be recalled, a special election by secret ballot being arranged for the purpose.

An executive officer of the company, or someone designated by the management, shall act as chairman of the Works Council, and a secretary shall be appointed by the superintendent of the works, but neither shall have a vote. A majority of the employee representatives, together with a majority of the management representatives, shall constitute a quorum.

Meetings are to be held monthly, while provision is made



Recreational opportunities for employees during the noon hour and after working hours are provided, as shown in the illustration, by the Packard Motor Car Co., Detroit.

Photo by courtesy of "Michigan Manufacturer."



A soft ball game being played after 5 p.m. at the works of the Verity Plow Co., Brantford. The different departments each back their own teams and some exciting contests are staged. It is the idea to have every man take part and make the sport of general benefit to the entire working force.

for the calling of special meetings and the appointment of sub-committees.

The duties and powers of the Works Council are thus set forth:

1. The Works Council may consider and make recommendations on all questions relating to working conditions, protection of health, safety, wages, hours of labor, recreation, education and other similar matters of mutual interest to the employees and the management. It shall afford full opportunity for the presentation and discussion of these matters.

2. The Works Council may, on its own motion, investigate matters of mutual interest and make recommendations thereon to the works management, and the management may refer matters to the Works Council for investigation and report.

3. The Works Council may confer with the superintendent, or other person designated by him, in regard to all matters of mutual interest, and shall receive from the management regular reports in regard to accident prevention, sanitation, restaurants, medical service, employment, educational programmes and recreational activities, including information as to the cost, efficiency and results obtained.

4. The Works Council shall be concerned solely with shaping the policies of the company relating to the matters heretofore mentioned. When the policy of the Council as to any of these matters has been settled, its execution shall remain with the management, but the manner of that execution may at any time be a subject for the consideration of the Works Council.

The constitution of the Works Council makes the necessary provision for procedure and provides for the settlement of cases where no agreement can be reached in the Works Council itself, first through an appeal to the president of the company and, failing that, by arbitration. Any discrimination against any employee is expressly forbidden.

Prizes for Suggestions

Massey-Harris Co., Limited, Offer $295 for Division Among Their Employees

Following a proposal from the employees' representatives on the industrial councils of the Toronto and Brantford plants of the Massey-Harris Co., Limited, a committee was appointed to investigate and recommend some plan whereby the making of suggestions for improvement in the operation of the industry might be encouraged. In view of the favorable report of this committee, directors of the company are offering 54 prizes, aggregating $295, for competition among employees. These will be awarded on the basis of merit to those who, during the period of January 1 to June 30, 1920, submit the most valuable suggestions of plans resulting in more efficient or economical methods of operating the factories of the company. A number of regulations governing the competition are provided.

Award Service Stars

Laurentide Co., Limited, Gives Distinguishing Mark to its Older Employees

The Laurentide Co., Limited, Grand Mere, P.Q., pay a graceful tribute to the older members of their staff by placing a red star opposite the name of each employee who has served the company for five years, these being affixed to the employment office records. A list of employees who have served five years or more has recently been compiled by the company. It shows one man with a record of thirty-six years who receives seven stars. Eleven men get six stars and 108 four stars. This tribute to length of service is appreciated and the attention inspires greater loyalty to the institution. It is a little plan that might be adopted to advantage by other companies.

Long Service Buttons

Spanish River Pulp and Paper Mills Do Honor to the Old Employees in Their Plants

Long service buttons in recognition of faithful service over a period of years were given to employees of the Spanish River Pulp & Paper Mills at mass meetings held recently at Sault Ste. Marie, Espanola and Sturgeon Falls. Officials of the company were present in each instance and the employees were represented in the proceedings by union officials, who spoke appreciatively of the good relations existing between management and men. Advantage was also taken of the occasion to explain the group insurance scheme and the new arrangement by which employees will have holidays with pay varying in length according to term of service.

The long service button is of gold, centred with a maple leaf, on which is affixed a pearl, and surrounded with a band on which appears the name of the company. This was given to all employees who had served the company for five years. At the completion of ten years, the pearl is to be replaced by a ruby; at fifteen years by a sapphire and at twenty years by a mind. It is hoped by this means to encourage men to stay with the company and thus reduce the labor turnover.

What London Did for Made-in-Canada

Story of the Big Made-in-Canada Week Which Was Successfully Staged in the Forest City Last Month—Merchants and Manufacturers Co-operated Whole-heartedly—All Sorts of Functions Were Held

By THOS. E. WALSH

"LET'S show Canada what London can do," said one of the advertisements appearing in local newspapers announcing the big "Made-in-Canada" week, held in London April 19 to 26, and London did!

After the demonstration there is not a bit of doubt in the minds of Londoners and thousands of residents of Western Ontario that they should demand, insist upon and otherwise tell their respective dealers that they want only goods made in Canada, because they have seen or heard of those goods during the week and are firmly convinced that Canada's productions are equal and, in many instances, superior to those of any other country in the world.

Mass meetings at which prominent speakers talked, carnivals where "Made-in-Canada" costumes predominated, and a parade so full of "Made-in-Canada" floats and suggestions that the old threadbare simile of the "meat in the egg" is the only one that can be aptly used for descriptive purposes, were some of the excellent publicity stunts employed by the London Advertising Club to put across the idea and make the week a success. And it certainly was a success! If you have any doubt, ask the hundreds of small boys and girls—young Canadians—future buyers of Canadian-made goods, what they think of the samples of cakes, candies, ice cream, and, in fact, everything that is good to eat, that were given to them during the week; ask any of the hundreds of women of London and district who won prizes donated by Canadian manufacturers for the best answers to a questionnaire prepared by the London Advertising Club; ask any of the manufacturers who took an active part in the week's activities, or see for yourself the moving picture of the giant parade which was held under threatening weather conditions and which was "filmed" by several companies and will be shown throughout the different cities of Canada and the United States.

"Let us hold a 'Made-in-Canada' week," suggested one of the members of the London Advertising Club at a meeting one night, and to suggest anything that looks good for London or Canada to that live organization is like applying a spark to a charge of gasoline—you get action immediately. Committees were appointed, a date was set, and to T. H. Yull, president of the Federal Advertising Agency, London, and secretary of the London Advertising Club, was entrusted the task of "putting the idea across." Tom Yull is known in Canada from coast to coast as a "live wire," and when he puts his shoulder to the wheel something moves. Under his direction a canvass was made of every merchant in London. This canvass secured the names of five or ten Canadian manufacturers with whom the merchant did business. Then a letter was sent out to these manufacturers. Tom Yull knows how to write letters, too, because the letters that he sent to those manufacturers pulled like mustard plasters. Most of them brought a reply and in the majority of instances the reply consisted in part of a cash donation to be used in making the week a success. London manufacturers were canvassed personally, and they did nobly, too. Then it was up to the club to arrange for window displays. Practically every retailer in the city agreed to give up his store windows during the week for a display of Canadian-made goods and to use the standard pennants, price tickets and display cards prepared by the Advertising Club. The pennants were in the national colors, while the price tickets and display cards were green, in the shape of a maple leaf.

Prizes were offered for the best window displays, the best floats and for the best costumes in the parade and carnival descriptive of "Made-in-Canada" goods.

Canadian manufacturers from the Atlantic to the Pacific responded nobly to the request for co-operation. Letters by the dozens containing checks large and small were sent in to be used as the club saw fit, and with the checks came words of encouragement and commendation. Following the checks, articles to be used as prizes to be distributed amongst the women of London and district began to pour in. First came a kitchen cabinet valued at $75, then a taupe fox stole, same value. These were just fine for prizes for women; so were the dozens of pairs of silk hose, boxes of candy, the hats, corsets, sugar and tea, soap and cleaning powder, butter, bread, milk and ice tickets, quarters of meat, laundry service, wash tubs and boards, garden seeds, face powders, perfumes, polish mops, mattresses, and many other articles, all dear to the heart of femininity, but too numerous to mention; but when it came to handing out a spraying machine, a concrete bumper, an auto jack, men's overcoats, men's suits, shoes, hats and caps, in many instances to unmarried women, it required some tact and diplomacy.

These prizes were awarded in order of value to the women sending in the best answers to the questionnaire on advertising and merchandising problems, prepared by the club and distributed to the women of the city and district through the stores displaying "Made-in-Canada" goods during the week.

Following are the questions answered by hundreds of women and answered very intelligently, too:

Do You Buy Made-in-Canada Goods? (Say why.)
Do You Buy Nationally Advertised Goods? (Say why.)
Do You Read Advertisements? (Say why.)
Do You Always Find Advertised Goods Easily in Stores?
Do You Like to See Pictures of Advertised Articles? (Say why.)
Do You Purchase Much by Mail? (Say Why.)
Have You Greater Confidence in Advertised Lines Than Those Not Advertised? (Say Why.)
Why Should You Save Canadian Money *Now?*
Which is the Best Dressed Window This Week? (Say why.)
Give Five Common Complaints Against Store Methods.
Name Five Things You Like Best About London Stores.

IMPORTANT DIRECTIONS.

The following points have a direct bearing on the awarding of prizes:

1. Write in ink; neatness will count.
2. All questions must be answered.
3. You must say WHY you do not favor.
4. Do not deal in generalities, such as saying "poor service." Say WHY it is poor service.
5. No person to receive more than one prize.
6. All questionnaires to be handed into the *Free Press* or *Advertiser* by Saturday, April 24.

Name and Address.....

And now for a brief description of the doings during the nine days that "Made-in-Canada" goods were talked and displayed in London. Monday morning, April 19, when the shades of darkness rolled away, disclosed practically every store window in the city ornamented with some kind of "Made-in-Canada" display. Some of the windows were works of art and their creators certainly entitled to the dandy prizes, cash and merchandise, given by the club.

Tuesday was held the long-awaited event—the big parade, with floats, bands and free samples. The weatherman must have been in league with foreign firms and products, because he frowned upon London all day and wept at intervals, when he thought of what the success of the week would mean. In spite of his work, however, the parade was a success, and a huge success, at that. It was over two miles long and took nearly an hour to pass a given point. First prizes of silver cups each were awarded to Beatty Bros., Fergus, Ont., in the manufacturers' class; Small & Ingram, Ltd., London, in the retail merchants' class; Ford Motor Company, Ford, Ont., in the decorated "Made-in-Canada" automobile class, ,and the I.O.D.E. in the women's organization class.

Thursday, the night set aside for the big street carnival and costume dance in the armouries, the old weatherman worked overtime again to such an extent that the street carnival had to be cancelled, but "on with the dance" was the watchword for the armouries, and hundreds in costume gathered in the big buildings for a night of fun. Club House Brand Catsup danced with Old Dutch Cleanser and quite frequently tried to bump Lawrason's Snowflake Ammonia off the floor, but was frustrated by a box of Cornflakes, who, in spite of the squareness of his makeup, was able to draw his trusty sword in defence of his lady love. Other costumes descriptive of well-known Canadian products were: Black Watch Chewing Tobacco, Perrin's Biscuits, Gaste's Cigars, Miss "Maiden Canada" McCormick's Jersey Cream Sodas, Jeffress Olive Butter, Sweetheart Brand Peanut Butter, Jap Cigars, Mazola, O-Pee-Chee Chewing Gum, Mintees, together with a number portraying Canadian events and people.

Monday night, April 26, was set for the big close. Prof. J. N. Robertson, of Toronto; F. W. Stewart, Montreal, vice-president of the Associated Advertising Clubs of the World; Miss Storey and Miss G. E. Kennedy, of the *Women's Century Magazine*, and local speakers told of the Made-in-Canada movement, its inception and what it meant to Canada in general, and asked the hundreds of men and women present to give Canadian manufacturers a fair chance. After the programme of speeches, singing and musical numbers, the names of winners of prizes in the questionnaire contest were read out.

Altogether it was a wonderful week for Canada. Londoners responded nobly to the request of the advertisement to "Let Us Show Canada How" and the other advertisements that followed, and once again established a precedent in Canada, and started a movement that is likely to spread from coast to coast, benefiting manufacturers, merchants and individuals alike. In the words of Mr. Stewart:

"Canada is great in industry, as well as in agriculture. The goods produced in this land are not only as good, but superior to those of other countries. Canadian goods can take a place with those from any country. All Canadian manufacturers wanted was a fair chance. They did not want to be given a preference, but they did not want their own people to give foreign goods the preference."

The Steel Merger and Canada's Export Trade

What It Means to Canada

UNQUESTIONABLY the chief significance of the merger of the Dominion Steel Corporation, the Nova Scotia Steel & Coal Company, the Canada Steamship Lines, Limited, and the various other companies involved in the formation of the new British Empire Steel Corporation rests in the possibilities that are unfolded for the building up of an immense export trade in coal, pig iron and steel billets. The known resources of the constituent companies in coal and iron ore, and their close proximity to the seaboard, have all along been reckoned as advantages that would in time redound to their profit, but hitherto there have existed obstacles which have hindered their greatest possible development. Now, with the powerful combination of British and Canadian capital behind these industries, and the more efficient and economical operation which will be possible, their progress should be unhampered and continuous.

The province of Nova Scotia, in which the principal constituent industries are located, is destined for great expansion as a result of the merger. Already a good start has been made, and the Atlantic seaboard province will feel the effects of the new development in increased population and greater all round prosperity. For not only should existing industries expand, but a plentiful supply of fuel and raw materials should attract other industries as well. In this connection there should be no delay in carrying through the provincial programme of hydro-electric development, under which it is proposed to gird the province with one continuous power line. The good roads programme should also be pushed, for with the industrial development in prospect, there will be every incentive for further agricultural development.

Potentialities in the way of exports of coal, pig iron and steel are immense, and in some quarters have been estimated at half the value of the Western wheat crop. This will be practically new business for Canada, swelling the Dominion exports with amazing rapidity. But, in addition, the new Corporation will have the output of its shipyards, car shops and factories, which will be using the raw material of its steel works. So far as shipbuilding operations are concerned, there is every reason for prophesying great developments. With plants at Halifax, Quebec, Kingston, Collingwood and Port Arthur, there will be a large capacity, which it is expected to operate to the full. Then, too, the inclusion of the Canada Steamships System takes care of one very important feature—the provision of water transporta-

Up to May 1, the companies definitely included in the consolidation were the Dominion Steel Corporation and its subsidiaries; Nova Scotia Steel & Coal Co., Limited, and its subsidiaries; Canada Steamship Lines, Limited, and its subsidiaries; Canada Foundries & Forgings, Limited, and its subsidiaries; Maritime Nail Co. and its subsidiaries; Collingwood Shipbuilding Co., Limited; Port Arthur Shipbuilding Co., Limited; Halifax Shipyards, Limited; Davie Shipbuilding & Repairing Co., Limited. (With the exception of Canada Steamship Lines, Limited, all the foregoing are members of the Canadian Manufacturers Association.) It is possible that several other enterprises will also be in-

The authorized capital of the British Empire Steel Corporation is $500,000,000, of which $50,000,000 is in 7 per cent. cumulative preferred stock; $100,000,000 in 8 per cent. participating preferred stock; $150,000,000 in 7 per cent. non-participating preferred stock, and $200,000,000 in common stock. Of the four classes there will at present be issued $37,000,000, $25,000,000, $68,000,000, $77,000,000, respectively.

Necessaries of Life Are Defined by Court

Supreme Court of Canada Deals With Appeal Against Authority of Board of Commerce to Control Price and Distribution of Newsprint paper—Claim That it is a Necessary of Life is Not Admitted—Justices Give Their Views

DURING the past month an exceedingly important judgment was given by the Supreme Court of Canada, in the case of an appeal of Price Bros., Limited, pulp and paper manufacturers, who disputed the power vested in the Board of Commerce to control the price and distribution of newsprint paper. The case is clearly set forth in the review and findings of Mr. Justice Anglin, who says:—

"Price Bros. & Co., Limited, appeal from an order of the Board of Commerce, dated the 6th of February, 1920, by leave of a judge of this court, granted under s. 41 (2) of the Board of Commerce Act, 9 & 10 Geo. V., c. 37. The order purports to have been made by the Board in the exercise of jurisdiction conferred on it by the Board of Commerce Act and the Combines and Fair Prices Act (9 & 10 Geo. V., c. 45) and also of jurisdiction formerly exercised by Mr. R. A. Pringle, K.C., as Paper Controller, which His Excellency the Governor-in-Council purported to vest, in a modified and extended form, in the Board of Commerce, by order-in-council dated the 29th of January, 1920.

Questions Resolved Into One

"While several questions are formulated in the petition on which leave to appeal was obtained, they all seem to resolve themselves into one—the power of the Board to make the impugned order. Three clauses of it—Nos. 1, 2 and 4—are specially challenged. Clause No. 1 prohibits the appellant from taking any price exceeding $80 per ton for newsprint, declaring that any price in excess of that sum "shall be deemed to include unfair profit." Clause No. 2 forbids the appellant accumulating and withholding from sale any quantity of newsprint beyond an amount reasonably required for the ordinary purposes of its business. These two clauses are upheld by counsel representing the Attorney-General of Canada on the ground that newsprint was rightly declared by the Board to be "a necessary of life" within s. 16 of the Combines and Fair Prices Act, and that as such the Board was empowered to deal with it as it did in those clauses.

"The argument covered a wide field, the constitutionality of both statutes involved being challenged and various questions discussed as to the construction and sufficiency of the findings of fact in the order. In the view I take of the matter, however, it seems necessary only to consider on this branch of the case whether the finding or declaration that newsprint is a necessity of life within s. 16 of the Combines and Fair Prices Act can be upheld. If it cannot, the jurisdiction of the Board to make clauses 1 and 2 of its order cannot be maintained under that Act and the Board of Commerce Act. So far as they may be supported under any powers vested in the Board as Paper Controller, they may be more conveniently considered with clause 4, which, it is common ground, can be supported only under the latter powers."

Judge Anglin's Conclusions.

So far as the constitutionality of the Board's action is concerned, Mr. Justice Anglin's summing up was that, "I am, therefore, of the opinion that the order appealed from exceeds any powers which it was competent for the Governor-in-Council on the 20th of January, 1920, to confer on the Paper Controller, and cannot be supported under the Board's jurisdiction to discharge the duties of that office." Continuing, Mr. Justice Anglin says:—

"On the other branch of the case, I am of the opinion that the Board erred in declaring newsprint to be a "necessary of life," under sec. 16 of the Combines and Fair Prices Act, and that it therefore exceeded its jurisdiction as administrator of that Act in making the order appealed from. Sec. 16 is as follows:

" '16. For the purposes of this part of this Act, the expression "Necessary of life" means a staple and ordinary article of food (whether fresh, preserved, canned or otherwise treated), clothing and (sic) fuel, including the products, materials and ingredients from or of which any thereof are in whole or in part manufactured, composed, derived or made, and such other articles of any description as the Board may from time to time by special regulation prescribe.'

"The following three rules of construction are so well known that it seems almost pedantic to restate them; but their co-ordination and relations *inter se* are perhaps not always equally well understood.

"Lord Wensleydale's golden rule, that the grammatical and ordinary sense of words is to be adhered to unless that would lead to some absurdity, repugnance or inconsistency so great as to convince the Court that the intention could not have been to use them in that ordinary signification, applies to general words, as to other words. *Generalia verba sunt generaliter intelligenda.* 3 Inst. c. 21, p. 76; Attorney-General v. Mercer, 8 A. C., 767, 778.

"On the other hand, general words must be restricted to the fitness of the subject matter (Bacon's Maxims, No. 10), and to the actual apparent objects of the Act (River Wear Commissioners v. Addison, 1 Q. B. D., 546; 2 A. C., 743, 750-1, 757-8), following the intent of the Legislature to be 'gathered from the necessity of the matter and according to that which is consonant to reason and good discretion.' Stradling v. Morgan, Plowden, 199; Cox v. Hakes, 15 A. C., 506, 517-8.

Where Statements Are General

"Where general words are found, especially in a statute, following an enumeration of persons or things all susceptible of being regarded as specimens of a single genus or category, but not exhaustive thereof, their construction should be restricted to things of that class or category (Reg. v. Edmondson, 28 L. J. M. C. 213), unless it is reasonably clear from the context or the general scope and purview of the Act that Parliament intended that they should be given a broader signification.

"Recent applications of the rule last stated, and usually known as the *ejusdem generis* rule, are to be found in the judgments in the House of Lords in Stott (Baltic) Steamers, Ltd., v. Marten, 1916 A. C., 304, and the judgment of Sankey, J., in Attorney-General v. Brown, 36 T. L. R. 165.

"At first blush the words 'of any description' appended to the general words 'other articles' would almost seem to have been inserted to indicate an intention to exclude the application to this section of the *ejusdem generis* rule, and to require that the general words 'other articles' should here be given their ordinary general construction. Yet, although no authority has been cited where that rule has

been applied, notwithstanding the addition of the words 'of any description' to such general words as 'other articles,' it has frequently been acted on where the equally comprehensive word 'whatsoever' (See Stroud's Judicial Dictionary, 2 ed. p. 223), has been appended to similar general words, such as 'other persons.' Thus, in construing the phrase, 'no tradesman, artificer, workman, laborer, or other person whatsoever' of the Sunday Observance Act of 1677, it has been held that a farmer (Reg. v. Cleworth, 4 B. and S., 927) a barber (Palmer v. Snow, 1900, 1 Q. B. 725), and a coach proprietor (Sandiman v. Beach, 7 B. and C., 96) are not within its purview. In Fish v. Jesson, 2 Vern, 114, a devise of 'all debts, accounts, reckonings, and demands whatsoever,' made to a servant was held not to include a trunk belonging to the testator in his hands at the date of the will and at the death of the testator, which contained jewels, medals, etc. Again, in Harrison v. Blackburn, 34 L. J. C. P., 109, the description in a Bill of Sale:

"'all the household goods, furniture, stock in trade, and other household effects. . . . in and about the dwelling house and all other personal estate whatsoever' of the assignor—was held not to carry his term or interest in the house. In Ystradyfodwig and Pontypridd Main Sewerage Board v. Bensted, 1907 A. C., 264, at p. 268, Lord Halsbury referred to

"'A very familiar canon of construction that, where you have a word which may have a general meaning wider than that which was intended by the legislature, when you find it associated with other words which show the category within which it is to come, it is cut down and over-ridden according to the general proposition which is familiarly described as the *ejusdem generis* principle.'

What Did Parliament Intend

"In the present case, far from indicating that an application of the restrictiye rule would probably defeat the object of the statute, or that there is good reason for believing that the legislature intended the general words it has used, to bear a more extended meaning than if restricted to things similar in kind to those by the numeration of which they are preceded, consideration of the character of the Act and of the context as a whole, rather leads to the contrary view—that Parliament cannot have meant that the words 'other articles' should bear their ordinary broad signification. In the first place, if they did, the enumeration of articles of food, clothing and fuel was quite unnecessary, and the restriction to articles 'staple and ordinary,' the careful particularization of 'the products, materials and ingredients from or of which any thereof are in whole or in part manufactured, composed, derived or made,' and the specification, in the case of food, 'whether fresh, preserved, canned or otherwise treated,' serve no purpose. If the words 'other articles of any description' mean 'anything whatsoever,' the section may be paraphrased thus: '"Necessary of life" means any article of any description which the Board of Commerce may from time to time by special regulation declare to be such.' Can it be that that is what Parliament intended? *Re* Stockport Ragged, Industrial and Reformatory Schools, 1898, 2 Ch. 687, 696.

"Moreover, if s. 17, taken with s. 22, should be regarded as an enactment in the nature of criminal law—as counsel representing the Attorney-General contended, and I incline to think rightly—the Board would thus be enabled by its mere declaration to render criminal the accumulation or withholding from sale, to the extent stated in s. 17, of 'any article whatever,' however little likely to be regarded as a necessary of life as that term is ordinarily understood. It is to me inconceivable that Parliament meant to confer such wide and unheard-of powers. I rather think that no one would be more surprised and shocked than the legislators themselves were they informed that they had done so. I am, therefore, satisfied that Parliament must have intended that the words 'other articles of any description,' in s. 16, notwithstanding their obvious and emphasized generality, should receive a much more restricted construction; and no other restriction that can be put upon them occurs to me which has so much to commend it, as being probably that which Parliament had in mind, as that embodied in the well-known maxim, *noscunter a sociis*. Parliament was dealing with articles of food, clothing and fuel. It had these present to its mind. It must be taken to have been fully cognizant of the legal maxim just quoted and of its embodiment in the *ejusdem generis* rule of construction so frequently acted on by the courts. What more natural than that it should have meant 'other articles' to comprise only things which, like food, clothing and fuel, are requisite to maintain the physical health and vitality of the human body? Medicines have been suggested as falling within such a category; and there are, no doubt, some few other things essential to the life, health and sustenance of the body, which are not strictly articles of food, clothing or fuel, for which Parliament thought it well to provide. I cannot conceive of any genus or category that would include newsprint with articles of food, clothing and fuel. Nor, in my opinion, had there been no definition whatever of the term 'necessary of life,' would the Board have been justified in treating newsprint as such.

"Even restricted as I think it should be, the discretion vested in the Board by its mere declaration to constitute criminal offences in regard to matters not specified by Parliament, may seem open to some objection. But it is certainly much less objectionable than the unlimited and unqualified power for which counsel representing the Attorney-General contended.

"I am for these reasons of the opinion that the order appealed from cannot be sustained either under the jurisdiction of the Board of Commerce as administrator of the Combines and Fair Prices Act, or under that which it may lawfully exercise as Paper Controller."

Judge Idington's Summary

In the review of the case given by Mr. Justice Idington occur these remarks anent the claim that newsprint paper is a necessity of life:—

"In the last desperate resort, as it were, the justification for the order is rested upon the Combines and Fair Prices Act, and the powers of the Board of Commerce thereunder. Section 16 of said Act reads as follows (quoting).

"I am unable to understand how newsprint can under such a definition, 'necessaries of life,' fall thereunder; or anything the Board of Commerce by any due observance of the *ejusdem generis* rule which must be adhered to in the interpretation and construction thereof, may see fit to include within the definition, can be held as falling thereunder. I am, therefore, of the opinion that the order-in-council now in question cannot be properly maintained, and hence that this appeal should be allowed with costs."

Mr. Justice Duff says, in his statement: "As to the last and second paragraphs of the order of the Board of Commerce, I adhere without any doubt whatever to the opinion expressed in the course of the argument that necessaries of life within the meaning of the 'Fair Prices Act' do not comprehend articles which are not necessary by reason of their being required for some purposes connected with the physical life of the individual."

Mr. Justice Mignault, in the course of a long review of the case, refers to the definition of necessaries of life as

given in section 16 of the Combines and Fair Prices Act. He says:

"It is obvious from this definition that in the contemplation of Parliament necessaries of life are primarily articles necessary to sustain life, as distinguished from luxuries. Being necessaries of life, and the requirements of human life being of infinite variety, they cannot be confined to staple and ordinary articles of food, clothing and fuel, and as it was impossible to enumerate them, the Board was given the power from time to time to declare 'such other articles of any description' as it might from time to time by special regulation prescribe, to be necessaries of life. It is argued that the *ejusdem generis* rule should be applied here and that the defining power of the Board should be restricted to articles of the same kind as staple and ordinary articles of food, clothing and fuel. But to so hold would defeat the will of Parliament, for, as I have said, the requirements of human life vary *ad infinitum*, and it would not be difficult to enumerate articles useful or necessary for the purposes of human life which are neither food, nor clothing, nor fuel, such as medicine for the sick, crutches for the lame and eyeglasses for persons with defective eyesight. I think the intention of Parliament to exclude the *ejusdem generis*, or *noscitur a sociis*, rules, is sufficiently shown here by the words "such other articles of any description" (see Larsen v. Sylvester, 1908 A. C. 295, where the House of Lords held that the *ejusdem generis* rule was excluded by the words, "frosts, floods, strikes, and any other unavoidable accidents or hindrances of what kind soever"), and the general scheme of the Act is to entrust to the Board of Commerce the power of defining what articles, other than food, clothing and fuel are necessaries of life, any complete or exclusive enumeration being impossible. I would not, therefore, cut down the generality of the terms of section 16 by resorting to the rule, undoubtedly very useful in many cases, that general terms following special ones are to be restricted to the kind of things specially enumerated. Moreover, if the *ejusdem generis* or *noscitur a sociis* rules apply, the powers of definition conferred upon the Board are entirely meaningless, for the enumerated article alone could be considered necessaries of life.

"This does not mean, however, that this power of definition must not be exercised reasonably; in other words, that the articles which the Board declares to be necessaries of life should not have some relation to the requirements of human life, varied and difficult to define *a priori* though they may be. And I must say that I fail to discover any possible connection between the requirements of human life and newsprint paper. It even appears almost an abuse of language to call it a necessity of life.

"Whatever place newspapers may occupy in modern society, and it is no doubt a very important one, and however indispensable newsprint may be, for educational and other like purposes, it certainly does not proximately or even remotely come within the class of things that can be used for the requirements of human life. I, therefore, am of opinion that the Board acted without jurisdiction in declaring it a necessity of life.

"This conclusion shows that paragraphs 1 and 2 of the order complained of cannot be supported under the authority of The Board of Commerce Act or The Combines and Fair Prices Act, 1919, and these paragraphs therefore were not authorized by Parliament. This being so, it is unnecessary to determine in this case whether Parliament could validly pass these two Acts."

Made-in-Canada Endorsed by Municipalities

Large Number of Urban Centres Throughout Canada Lend Support to the Movement

By SIR JOHN WILLISON
President, Canadian Reconstruction Association

MUNICIPALITIES all over the Dominion have adopted resolutions endorsing the principle that public supplies should be purchased in Canada whenever they can be secured from Canadian factories at reasonable prices. Early in the year the President of the Canadian Reconstruction Association wrote to the clerks of cities, towns, and villages urging that the heavy discount an Canadian exchange was a symptom of an unhealthy national condition and contending that "apparently the only permanently effective remedies are an increase in production in the Dominion, development of export trade, curtailment of unnecessary imports, and substitution to the largest possible extent of Canadian products for commodities."

"In the national interest," the Reconstruction Association argued, "Canada must attain a larger measure of economic independence. It can do so by developing the home market. A pronounced demand for Made in Canada goods would constitute a guarantee of sales which would encourage factory expansion. By such expansion, new wealth would be created through increased production, and steady and profitable employment would be provided for new industrial populations. Any substantial increase in industrial workers would create bigger and better markets for all kinds of farm produce. New factories, expansion of old factories, greater production, more workers, and better agricultural markets mean national progress."

Returns now received by the Reconstruction Association show that the following urban municipalities are giving support to the Made in Canada campaign:—

ONTARIO: Belleville, Chatham, Fort William,, Guelph, Hamilton, Kitchener, London, Niagara Falls, Peterborough, Port Arthur, Sarnia, Stratford, Toronto, Woodstock, Bala, Bracebridge, Brockville, Cache Bay, Campbellford, Capreol, Cochrane, Cornwall, Deseronto, Dundas, Goderich, Kingsville, Midland, Mitchell, Niagara, North Bay, Orangeville, Paris, Picton, Simcoe, Strathroy, Thornbury, Trout Creek, Walkerville, Waterloo, Acton, Beaverton, Belle River, Brighton, Deloro, Havelock, Lucknow, Madoc, Maxville, Newbury, Richmond, Shelburne, Stirling, Tiverton, Wheatley.

BRITISH COLUMBIA: Alberni, Courtenay, Cranbrook, Kamloops, Nanaimo, New Westminster, Port Coquitlam, Prince Rupert, Revelstoke, Trail, Vancouver, Vernon, Victoria, Cloverdale, North Cowichan, North Vancouver, Peachland, Penticton, South Vancouver.

ALBERTA: Calgary, Lethbridge, Medicine Hat, Wetaskiwin, Bassano, Coleman, Tofield, Peace River.

SASKATCHEWAN: North Battleford, Regina, Weyburn, Alameda, Gravelburg, Humboldt, Kamsack, Moosomin, Radville, Yorkton.

MANITOBA: Boissevain, Brandon, East Kildonan, Killarney, St. Boniface.

NOVA SCOTIA: Dartmouth, Lockport, Lunenburg, Mahone Bay, North Sydney, Sydney Mines, Truro.

NEW BRUNSWICK: Newcastle, Sackville, St. Andrews, St. John, Sussex, Woodstock.

PRINCE EDWARD ISLAND: Summerside.

While the Association to date has no complete returns from Quebec, its Made in Canada proposals were particularly well received in Montreal. Mayor Martin strongly endorsed the Made in Canada campaign, and the Montreal City Council unanimously passed a resolution endorsing the purchase of Made in Canada supplies. Similar resolutions have been passed by other Quebec municipalities.

With a view to further development of the home market, the Reconstruction Association in March issued the following "Ten Commandments for Canadian Trade," which were sent broadcast throughout the country to Members of the Federal and Provincial parliaments, newspapers and periodicals, secretaries of labor organizations, manufacturers, clergymen, university professors, officers and directors of steam railways, presidents, vice-presidents, and general managers of Canadian banks, and the head offices and branches of Canadian insurance companies:—

1. BUY CANADIAN PRODUCTS: In doing so, you develop the home market, encourage factory expansion, provide employment for new populations, and create bigger and better markets for all kinds of farm produce. New factories, expansion of old factories, greater production, more workers, and better agricultural markets mean national progress.

2. IMPORT ONLY NECESSITIES, and then only if similar Canadian articles or substitutes are not available. With Canadian money at a discount of from 10 to 15 per cent, exchange with the United States is costing Canadian consumers between $75,000,000 and $100,000,000 a year.

3. PRODUCE TO THE LIMIT IN FIELD AND FACTORY. Increased production means new wealth and is essential to the success of any effort to reduce imports and promote export trade.

4. CO-OPERATE, CONSERVE, SPECIALIZE, STANDARDIZE. These are the means to maximum production of high quality goods at minimum cost.

5. DEVELOP EXPORT MARKETS. Foreign business gives stability to trade. It reduces unit costs, benefits domestic consumers, affords employment to factories and workers in times of depression, and corrects adverse exchange by improving the trade balance.

6. UTILIZE CANADIAN SERVICES. Ship by Canadian carriers through Canadian ports. Patronize Canadian railways, Canadian steamships, and Canadian banks. Place insurance in Canadian companies. Employ Canadian architects, engineers, scientists, and other experts. Spend vacations in Canada.

7. MANUFACTURE RAW MATERIALS TO FINAL STAGES in Canada. Hundreds of millions of dollars are lost annually to the Dominion, and especially to Canadian wage earners, by the exportation of raw materials and semi-manufactured products.

8. USE SCIENCE FOR THE DETERMINATION AND DEVELOPMENT OF NATURAL RESOURCES. Industrial research will reveal new wealth, improve industrial processes, and help to relieve our economic dependence upon outside sources for fuel, iron, and other essentials.

9. MAKE QUALITY THE HALL-MARK OF CANADIAN PRODUCTS. In return for public support of the home market Canadian manufacturers should provide products that compare favorably with imported goods and Canadian workers should recognize good workmanship and maximum production as their standards.

10. BE FAIR TO CAPITAL. Canadian money should be encouraged to invest at home, and foreign capital attracted to promote Canadian industrial expansion.

These Commandments have been so well received that twice the initial order has been exhausted. A revised edition in leaflet form to fit a No. 8 envelope has been printed upon request, and copies may be secured free of charge from the Editorial Department of the Association, Royal Bank Building, Toronto.



An Opportunity to Interest Thousands

A vast crowd of people filling and overflowing the big grand stand at the Calgary Industrial Exhibition. Manufacturers would do well to give careful consideration to the more extensive display of their goods at such exhibitions and fairs

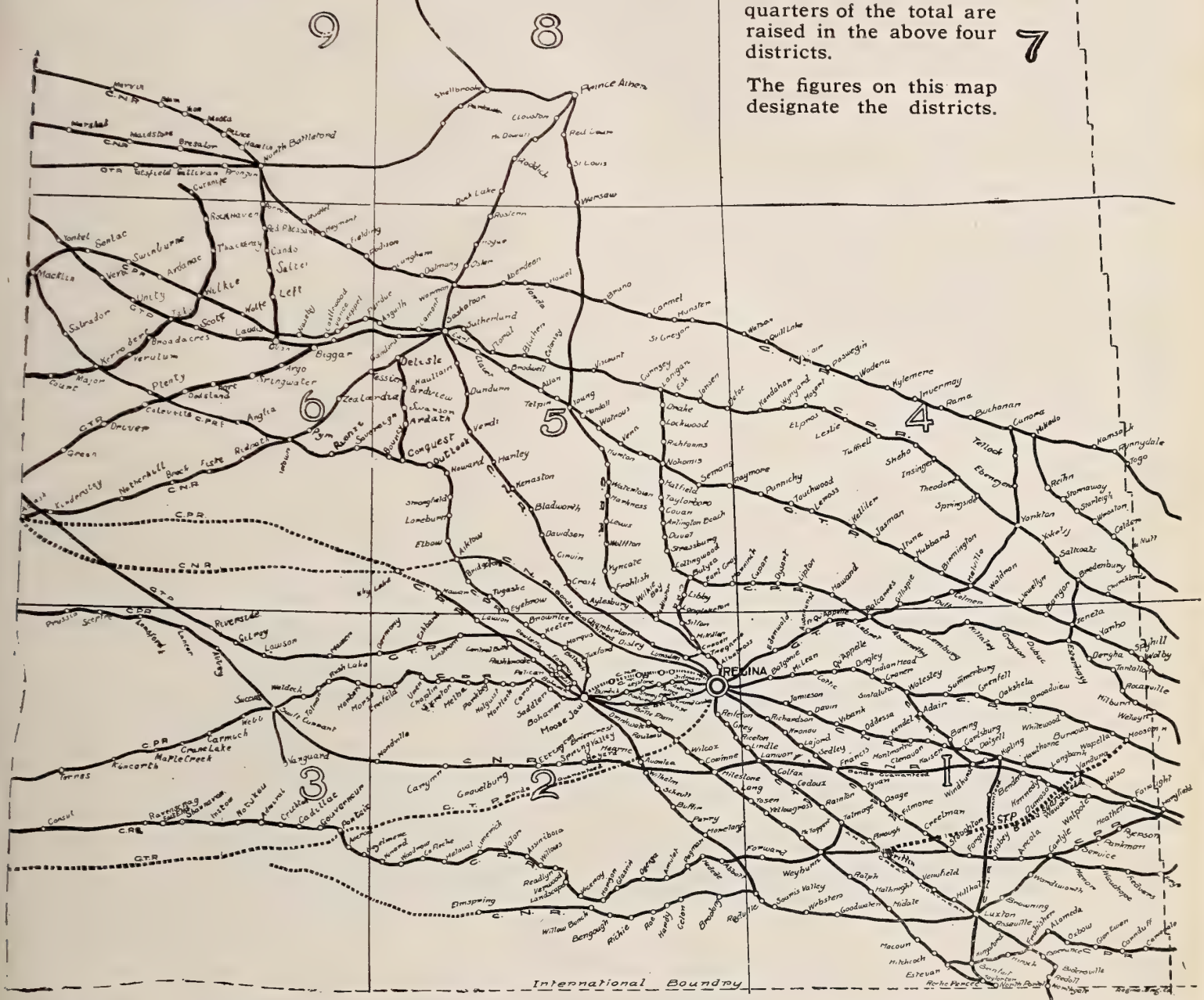
REGINA
Saskatchewan
Canada

1920

Regina serves 2,255 miles of Railway and 250 towns and villages. Population of District 466,666.

In districts Nos. 1, 2, 4 and 5 are two-thirds of the population of the Province, and over two-thirds of the grain of the Province is raised in these four districts. Of the 1,870,123 head of stock in the Province, three-quarters of the total are raised in the above four districts.

The figures on this map designate the districts.



REGINA, the capital city of Saskatchewan is situated on the main line of the Canadian Pacific Railway, Grand Trunk Pacific Railway and Canadian National Railway. It is the principal city between Winnipeg and Calgary, lying 357 miles west of Winnipeg and 483 miles east of Calgary.

REGINA is the largest distributing centre of Western Canada and, as a distributor of farm implements, the greatest in the world, business in this line in one year having reached a total of over $25,000,000.

REGINA is the distributing centre, the commercial centre and the educational centre of this part of Western Canada. Building construction already arranged for, in 1920, amounts to $4,500,000. Every lot in the wholesale area is served with railway tracks; a large portion of the area is still available for building purposes and may be obtained from the City.

For further information apply to L. T. McDONALD, Board of Trade, Regina or Commissioner L. A. THORNTON, City Hall, Regina

New Building Planned

North West Biscuit Company, of Edmonton, Will Increase Its Capacity Largely

The North West Biscuit Company, Edmonton, have had plans prepared for a new building to be erected in the northern section of the city near the Edmonton Metal Works. The company are reported to be finding their present building cramped for space and the idea is now to put up a building which will include all the best equipment available for biscuit-making and be so arranged as to admit of enlargement as required. During the short time they have been in business the North West Biscuit Co. have made rapid progress. and their products are to be found as far west as Prince Rupert.

Locate in Cobourg

The Langslow, Fowler Company, of Rochester, are to Establish Canadian Subsidiary

Ratepayers of Cobourg have passed favorably upon a by-law, under the terms of which a loan of $50,000 will be made to the Langslow, Fowler Co., of Rochester, N.Y., to assist in the establishment of a branch factory. The company is occupied in the manufacture of household and school furniture, and employs in its Rochester plant, when at capacity, close to 600 hands, principally men; cuts and converts into furniture (in 1920) approximately five million feet of lumber, largely hardwoods, and will handle a volume of business in 1920 closely approximating $2,000,000 worth.

The new Canadian company, which will be called Langslow Limited, will occupy the premises formerly owned by the Crossen Car Works. They will manufacture household, school and office furniture, and other wood and steel products. The authorized capital is to be $300,000, and $200,000 will be paid in at the time of beginning operations, which will probably be in October next. The first year will probably see the employment of 100 hands, including both men and women, and expansion from that point will no doubt be rapid.

The controlling interest in the Canadian company will be owned by the Rochester company, and the officers will probably be: President, Stratton C. Langslow; vice-president and managing director, H. R. Langslow; treasurer, Paul Knox; secretary, Raymond C. Van Doorn, all of Rochester.

Acadia Sugar Co.

New Bond Issue of Two Million Dollars Being Put Out by This Company

An issue of $2,000,000 of 7 per cent. first mortgage serial gold bonds is being made by the Acadia Sugar Refining Co., Limited, Halifax. The company have been in operation since 1893. The refinery is situated at Halifax, the property comprising 170 acres, with a water frontage of 1,465 feet. The bonds have been offered at par, with a bonus of 10 per cent. of common stock.

Canadian Consolidated Rubber

Sales of the Company's Products Heaviest in History of the Consolidation

Sales of the various products of the Canadian Consolidated Rubber Co., Limited, in 1919 amounted to $22,162,977, being the largest in the history of the company. After all deductions, including depreciation of $562,300, bond and other interest and dividends on the preferred stock, there remained applicable to the common stock a balance of $1,541,512, equal to almost 55 per cent. on the stock outstanding.

The Canadian Consolidated Felt Co., Limited, subsidiary of the Rubber Co., had sales of $1,234,029, as compared with $1,155,192 in 1918, and $763,481 in 1917. Net profits amounted to $71,977, as against $69,804 in 1918. The balance at credit of profit and loss now amounts to $321,916 and if business continues as favorable in 1920, the directors may be in a position to consider dividends either before the end of 1920 or early next year.

New Toronto Industry

The Arco Company, of Cleveland, Ohio, Are Establishing a Canadian Plant

The Arco Company of Cleveland, Ohio, have secured incorporation in Canada under the name of the Arco Company, Limited, with Canadian capital interested. They have taken a lease of one of the buildings which formerly comprised the gaol group on Strachan Ave., Toronto. For the present, they propose to confine their activities to the manufacture of roofing paints and roofing cements, as they have already built up a considerable trade in these items in Canada. As soon as conditions become more normal, they intend to go into the business more extensively, and undoubtedly will erect a plant somewhere in Canada for the manufacture of paints, varnishes and enamels.

They anticipate beginning manufacture within a month or so, and at the outset will employ only a few men, probably not more than five or six, as the manufacture of their product is a machine proposition. Eventually, they will require the services of from 50 to 100 men skilled in the manufacture of their lines.

Price, Bros & Co.

Last Year's Showing by this Company Was Particularly Satisfactory

Profits of Price Bros. & Co., Limited, for the year ended February 28, amounted to $2,055,782, an increase of $561,821 over the previous year's showing. After the payment of bond and note interest charges, there remained a balance of $1,621,806, against $1,053,984 in 1919.

Shareholders participated in the prosperity of the company during the year to the extent of $690,684, in the form of dividends and bonus, compare with $400,000 in the two former periods. An employees' pension fund was also inaugurated during the period, the sum of $150,000 being set aside out of earnings for this purpose. In addition to the advantages shareholders received, a special distribution of $1,540,000 out of the surplus earnings of the company accumulated prior to the first of January, 1917. After all deductions there remained a surplus in profit and loss account at the end of the year amounting to $2,115,346, compared with $2,874,234 in 1918, and $2,220,239 at the end of the preceding year.

Fine Color Printing

Rous & Mann, Limited, designers and printers, Toronto, send out a remarkable example of four-color printing as an indication of the ability of their organization to do high-class work. It is a reproduction of a painting by Herbert S. Palmer, A.R.C.A., one of Canada's distinguished young painters of animal and rural subjects. The work has been done so effectively that the result is an exact facsimile of the original, with all its subtle delicacy and fine technique. Messrs. Rous & Mann point out that there are numerous ways in which color printing may be utilized in business publicity, and express their willingness to discuss proposals for such work with those interested.

Canada's Industrial Congress

A tour of Alberta and British Columbia under the direction of THE ALBERTA INDUSTRIAL DEVELOPMENT ASSOCIATION and in conjunction with the tour of the Canadian Manufacturers Association.

Medicine Hat	*June 2*
Lethbridge	*June 2*
Calgary	*June 3*
Edmonton	*June 4-5*
Vancouver	*June 7*
Victoria	*June 10*

A Prairie-Pacific tour with addresses in the various cities by authorities on the resources of the West. An invitation to gather first-hand information on the industrial opportunities of Western Canada.

For further information write BRIGADIER-GENERAL H. F. McDONALD, C.M.G., D.S.O.
Congress General Manager, 400 Lougheed Building, Calgary, Alberta.



FOR SALE

Situated in City of Peterborough. Site about nine acres. Building is modern, heavy brick and steel construction, with saw-tooth roof, containing about 35,000 square feet. Served with water, sewers, electric power, railway siding, etc.

For further particulars apply

HOME SMITH AND COMPANY

14 KING STREET EAST **TORONTO, ONT.**

Steamship Sailings

Proposed Sailings from Montreal Which Are Subject to Change Without Notice

To Liverpool.

*Victorian	C.P.O.S. Line	Ab't May 7
Corsican	C.P.O.S. Line	Ab't May 8
Canadian Seigneur	Can. Govt. Mer. Marine, Ltd.	Ab't May 12
*Empress of France	C.P.O.S. Line	Ab't May 14
Melita	C.P.O.S. Line	Ab't May 15
Dominion	White Star-Dominion Line	Ab't May 15
Megantic	White Star-Dominion Line	Ab't May 22
Canadian Ranger	Can. Govt. Mer. Marine, Ltd.	Ab't May 23

*Sails from Quebec.

To London.

Verentia	Cunard Line	Ab't May 8
Scotian	C.P.O.S.-Furness Line (C.P.O.S.)	Ab't May 9
Lexington	C.P.O.S.-Furness Line (Furness)	Ab't May 13
Canadian Trapper	Can. Govt. Mer. Marine, Ltd.	Ab't May 14
Cornish Point	C.P.O.S.-Furness Lines (Furness)	Ab't May 19
Venusia	Cunard Line	Ab't May 26

To Antwerp.

Challenger	Red Star Line	Ab't May 8
Aledo	Red Star Line	Ab't May 14
Grampian	C.P.O.S.-Furness Line (C.P.O.S.)	Ab't May 21

To Glasgow.

Saturnia	Anchor-Donaldson Line	Ab't May 8
Sicilian	C.P.O.S. Line	Ab't May 19
Canadian Aviator	Can. Govt. Mer. Marine, Ltd.	Ab't May 21
Cassandra	Anchor-Donaldson Line	Ab't May 29

To Avonmouth Dock (Bristol).

Turcoman	Dominion Line	Ab't May 15
A Steamer	Cunard Line	Ab't May 15
A Steamer	C.P.O.S. Line	Ab't May 25

To Norwegian Ports (Bergen, Stavanger, Christiania).

Drammensfjord	Norwegian Amer. Line (C.P.O.S., Agents)	Ab't June 5

To Manchester.

Manchester Hero	Manchester Liners	Ab't May 12
Man. Corporation	Manchester Liners	Ab't May 22

To Hull.

Rapidam	Furness Line	Ab't May 8
Mendip Range	Furness Line	Ab't May 15
Maplemore	Furness Line	Ab't May 22

To Gothenberg.

Gunborg	Swedish American Line (Furness, Withy, Ltd., Agents)	Ab't May 7

To Leith.

Cairngowan	Thomson Line	Ab't May 8
Cairndhu	Thomson Line	Ab't May 15

To Belfast.

Melmore Head	Head Line	Ab't May 10

To Dublin.

Carrigan Head	Head Line	Ab't May 10

To Havre.

Kamarima	Fracanda Line	Ab't May 7

To Bordeaux.

Lord Dufferin	Fracanda Line	Ab't May 9

To St. Nazaire.

Cape Corso	Marine Navigation Co.	Ab't May 15

To Montevideo, Buenos Aires and Rosario.

A Steamer	Houston Lines	Ab't May 20

To South Africa (Cape Town, Port Elizabeth, East London, Durban and Delagoa Bay).

A Steamer	Elder-Dempster Line	Ab't May 15

To West Africa (Dakar, Sierra Leone, Accra, Seccondi, etc.).

Melville	Elder-Dempster Line	Ab't May 25

To Australasian Ports (Melbourne, Sydney, Auckland, Wellington and Dunedin).

To Rio de Janeiro (Brazil), Montevideo and Buenos Aires.

Canadian Planter	Can. Govt. Mer. Marine, Ltd.	Ab't May 15

To Barbadoes, Trinidad and Demerara.

Canadian Volunteer	Can. Govt. Mer. Marine, Ltd.	Ab't May 14
Canadian Trooper	Can. Govt. Mer. Marine, Ltd.	Ab't May 28
*Chaleur	Royal Mail Steam Packet Co.	Ab't May 30

*Sails from Halifax.

To Kingston (Jamaica), and Havana (Cuba).

Canadian Beaver	Can. Govt. Mer. Marine, Ltd.	Ab't May 14

To St. John's, Nfld.

Canadian Settler	Can. Govt. Mer. Marine, Ltd.	Ab't May 8
Canadian Minet	Can. Govt. Mer. Marine, Ltd.	Ab't May 25

POSITION WANTED

A young married man, with a thorough knowledge of all lines of Customs work, requires responsible position by June 1st. Fully capable of taking charge of department. Would move anywhere in Canada if steady position were provided. References furnished. Box 250, INDUSTRIAL CANADA.

MEXICAN REPRESENTATIVE

(Returned soldier) locating in Mexico, wishes to represent export or import firm on commission; speaks Spanish. Best references. Address communications to Tracy W. Holland, Tampico, Mexico.

BOX PRINTING MACHINE WANTED

Box printing machine wanted. Must be in good condition and available for immediate delivery. State all particulars and price. Canadian Box & Shook Mills, Ltd., Sherbrooke, Que.

Death of Frank Robson

Vice-President of the Robson Leather Co., Oshawa, Passes Away Quite Suddenly

The death occurred suddenly at Oshawa, on May 2, of Frank Robson, vice-president of the Robson Leather Co., Limited. Mr. Robson was the eldest son of the late James Robson, founder of the industry, and spent his life in the tannery and leather business in Oshawa. For years this business was conducted under the name of James Robson & Sons. Later it was enlarged and reorganized under its present name, being managed by Mr. Robson and his surviving brother, Charles. The late Mr. Robson was a member of the C.M.A.

Thomas Waterhouse Dead

Ingersoll Manufacturer, with Long Experience in Woollen Industry, Passes Away

One of the Association's members in Ingersoll, Thomas Waterhouse, president of the Thomas Waterhouse Knitting Co., passed away in that town on April 5, after an illness extending over two years. The late Mr. Waterhouse was born in Puthey, Yorkshire, England, and came to Canada when a small boy. He was engaged in manufacturing for forty years, having conducted woollen mills at Palmerston until twenty-two years ago, when he went to Ingersoll. The woollen mill there was for some time conducted by Waterhouse and Bradbury. Fourteen years ago the present Thomas Waterhouse Knitting Company was organized, which has grown rapidly ever since.

Doubling Size of Plant

Holmes Foundry Co., Sarnia, Are Putting Up Big Addition to Their Plant

The Holmes Foundry Co., Limited, are doubling the size of their plant at Sarnia by adding a structure 96 x 200 feet. The completed plant is to be delivered July 1, 1920, while partial operations were commenced on May 3. The product will be gray iron automobile castings, principally cylinders and heads. Approximately 225 men will be employed, and the investment is about $650,000. The company are also putting in the footings, foundations and underground work for half of an additional unit, 200 x 96 feet, and this unit will eventually be 405 x 96 feet. The Holmes Foundry Co. operate three plants in Port Huron in addition to the Sarnia plant.

A Message to Employers from Charles M. Schwab



general strike.

MUSIC ANTIDOTE FOR ALL UNREST

Opinion of President Schwab of Bethlehem Steel.

New York, April 4.—Just a little good music and the bottom is knocked out of unrest.

That is the opinion of Charles M. Schwab, president of the Bethlehem Steel Company, expfessed here today.

"Music is a great antidote for unrest," said the steel captain. "The most primitive and ignorant are susceptible to music. It is a sedative and stabilizer and promotes beautiful thoughts. No normal person could do wrong or think wrong with the sound of music in his ears. In all my establishments I encourage music of every kind.

"Better business and better work is done by persons who have an appreciation of the finer things of life and there is nothing finer than good musc.

Mail and Empire, Toronto
April 5, 1920

Write us stating the number of employees you have and the kind of music you are interested in—factory choruses, bands or orchestras. We shall gladly send you full particulars regarding the best method of introducing music into your plant

THE R.S. WILLIAMS & SONS CO. LIMITED.

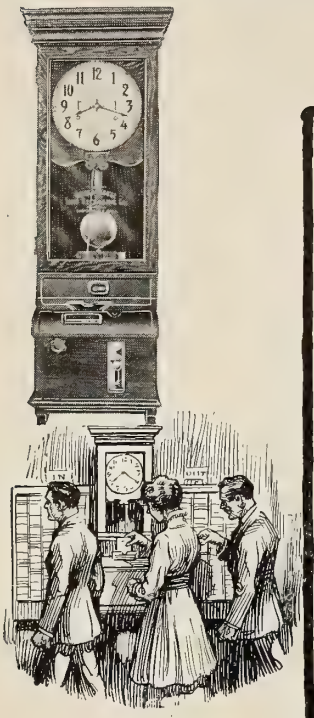
MUSICAL INSTRUMENTS OF QUALITY

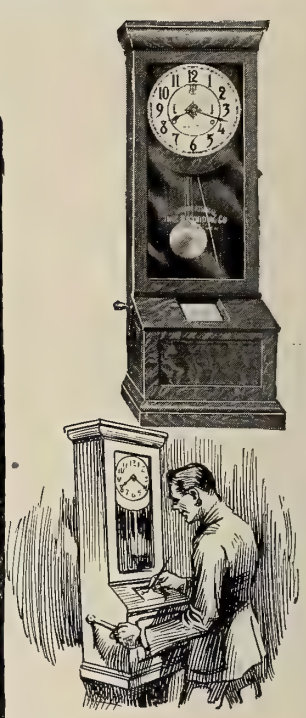
"Canada's Home of Music"

Winnipeg Calgary Montreal Ottawa Hamilton Toronto

Established 1849







Everybody is Talking About Increased Production

—because it is the only practical solution of the high-outlay problem now confronting manufacturers. They can stand the cost pressure only if their productiveness keeps the pace

INTERNATIONAL TIME AND COST RECORDERS

give a full and accurate insight into the progress of every piece of work in your plant. They speed up production by eliminating time waste, improving superintendence, increasing discipline, promoting harmony—by giving you a quick sure grasp of all timekeeping and costkeeping details.

Write us for the Full Story—NOW

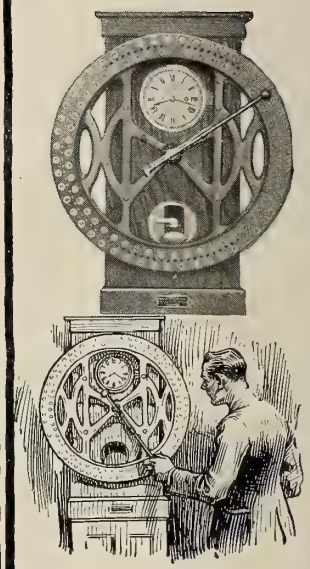
International Business Machines Company Limited
(TIME RECORDER DIVISION)

FRANK E. MUTTON, Vice-President and General Manager
Head Office and Factory: Campbell Ave., TORONTO, Ont.

Branches in all Principal Cities

(Also makers of Hollerith Electric Tabulators and Dayton Computing Scales)







DISSATISFIED MEN



Next to the apple of the Garden of Eden, the oldest source of dissatisfaction is mistakes in the pay envelope. Unexpected dockages for lateness or lost time, mistakes in calculation of pay, etc., certainly get a man up in the air. Occasionally, these mistakes are unavoidable with some of the antiquated time-keeping systems in use—the only wonder is, there aren't more of them.

SATISFIED MEN

Let a man make his own time records. Let him see the actual printed figures, unchangeable, legible, unmistakable, and you eliminate one big source of trouble. Every man knows then that his time record is absolutely right—no "human element" has entered into it—a machine did it.

We make Time Recorders, Master Clocks, Secondary Clocks, Program Devices, some electrically operated, others spring-driven. Let us send you particulars.



International Business Machines Limited

FRANK E. MUTTON
Vice-Pres. and Gen. Mgr.

Head Office and Factory
Campbell Ave., TORONTO

Branches in All
Principal Cities

(***Also makers of Dayton Computing Scales and Hollerith Electric Tabulators***)

Tariff Department News

New Australian Tariff

Information Now Available in Tariff Department Regarding New Rates of Duty

The Tariff Department has particulars of the new Customs tariff of Australia, which became effective, provisionally, on the 25th March last; and it is now in a position to answer enquiries regarding the new rates of duty on specific products.

Paper Duty Free

New United States Enactment Lets in All Paper Valued Under Eight Cents a Pound

On January 31, 1920, a bill was introduced in Congress, which after amendment was duly passed and became law on April 24, permitting paper valued under eight cents per pound to enter the United States duty free.

Export of Cheese

British Government Decides Not to Purchase Any More Imported Cheese

The Canadian Trade Commission, Ottawa, have received the following cable from the Overseas Branch, Department of Trade and Commerce of Canada, in regard to the importation of cheese into Great Britain:—

"April 30.—Government announces it has been decided not to make any further purchases of imported cheese. Orders providing for requisition of private imports and fixing maximum wholesale prices will be removed at an early date. Order fixing maximum retail price will, however, remain in force for the time being."

Termination of French Treaty

Notice Given and Change Will Take Effect on the 18th Day of June Next

The required three months' notice has been given for the termination of the convention respecting commercial relations between Canada and France, and the change will take effect on the 19th day of June, 1920. Thereafter, it appears that importations into Canada from France will be subject to the rates of duty under the general tariff, and importations into France from Canada, which, under the convention, were entitled to the benefit of the French minimum tariff, will be subject to the maximum tariff rates.

Board of Customs Decisions

Various Rulings Made as to the Duty Applicable on a Number of Commodities

Pratt and Whitney standard measuring machine, per illustration, declared to be properly dutiable under tariff item 657, at 25 per cent. and 7 per cent. war tax.

Incubators and brooders declared to be dutiable according to material.

Glass rolling pins declared to be dutiable under tariff item 510, at 20 per cent. plus 7½ per cent. war tax.

Cassava flour processed in any manner for use as glue held to be a vegetable glue and declared to be dutiable under tariff item 232, at 27½ per cent. plus 7½ per cent. war tax.

Stuffed olives for the manufacture of pickles declared to be dutiable under tariff item 749, at 20 per cent. plus 7½ per cent. war tax.

Declared that dictating machines, such as the "Ediphone" and the "Dictaphone," and cylinders for same are not subject to war excise tax.

Upson wallboard declared to be dutiable under tariff item 199, as a manufacture of paper, at 35 per cent. plus 7½ per cent. war tax.

Departmental Rulings.

Culti-packers or Trac-o-packers, per illustrations, ruled to be dutiable under tariff item 448, at the rate of 20 per cent.

Sheaves with patent roller bearings or bushings, when imported to be incorporated into pulley blocks for the equipment of ships and vessels, are now manufactured in Canada, and are, therefore, not entitled to entry under tariff item 470.

Shoes, per samples submitted, from Endicott & Johnson, New York, having the soles both sewn and nailed, ruled to be dutiable under tariff item 611 (*a*) at the rate of 30 per. cent.

Departmental decision on Christmas stockings, as contained in Appraisers' Bulletin No. 929, is cancelled and the following substituted therefor:—"Christmas stockings are dutiable at the rate applying to component materials of chief value therein, and when imported from Great Britain are entitled to preferential treatment when not less than one-quarter of the cost of production for export has been produced through the industry of one of more British countries."

Marbles for use in lithographic work ruled to be dutiable according to material.

Rotary cloth press, of a class or kind not made in Canada, ruled to be dutiable under tariff item 468 at the rate of 10 per cent. plus the war tariff of 7½ per cent.

Polysulphide ruled to be dutiable under tariff item 711 at the rate of 17 per cent. plus the war tariff of 7½ per cent.

Dried peat ruled to be dutiable under tariff item 539 as free of duty, but subject to the war tariff of 7½ per cent.

Steel balls for the manufacture of bearings for binders ruled to be dutiable under tariff item 491 at the rate of 10 per cent.

Refined cotton seed foots, as per sample, ruled to be dutiable under tariff item 280 as free of duty, but subject to the war tariff of 7½ per cent.

Potato graders ruled to be dutiable under tariff item 448 at the rate of 20 per cent.

Needles set in strips of metal, of a class or kind not made in Canada, being part of a weaving machine, ruled to be dutiable under tariff item 468 at the rate of 10 per cent. plus the war tariff of 7½ per cent.

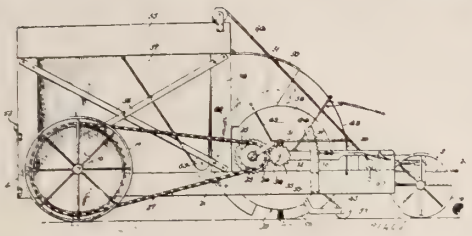
New Canadian Patents

Some Interesting Devices That Have Recently Been Patented in Canada

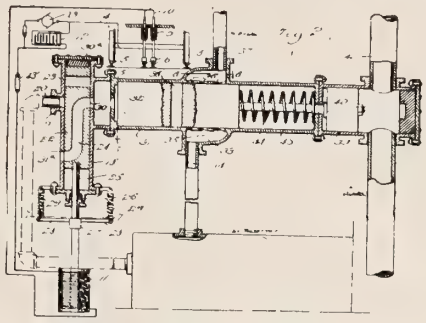
The following is a list of Canadian patents recently issued through the agency of Messrs. Ridout & Maybee, 156 Yonge Street, Toronto, from whom further particulars may be obtained: Kilgour Bros., paper containers; George A. Helson, street cleaning apparatus; F. S. Harrington, pick; Philip T. Jackson, cooking apparatus; E. Beaumont Jarvis, metal framing; Evan O. Williams, reinforced concrete ships, barges, floating structures and the like; Walter Willmott, stamping book covers and the like; Wm. J. Gives, wrenches; Justus M. Silliman, demountable metal tires for vehicle wheels; Jabez Muskett, rubber-covered rollers; F. W. Shenstone, keyboards for musical instruments; Schoichi Tamura, automatic bottle-filling machine; Frank Perry, incandescent gas lighting; Dr. Wm. C. Toll, Tonsillectome; A. Brokenshire, tire carrier for motor cars; G. Beechey, garden barrows and cultivators; James Nevin, artificial leg.

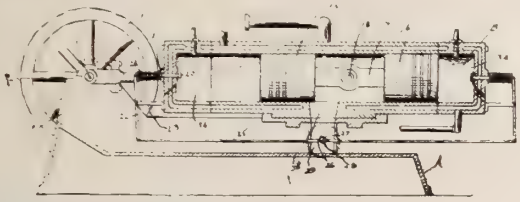
PATENTS FOR SALE

STREET CLEANING MACHINE, consisting of a novel construction, yet simple and durable, which would make a practical machine for use in cleaning city streets. Canadian and U.S. patents can be had at a reasonable price by applying to M. L. Osborne, Waukomis, Okla., U.S.A.

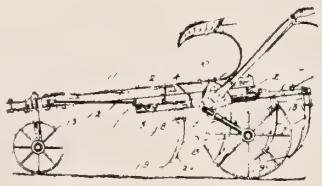


TRAIN CONTROL SYSTEM. This invention relates to a train control system which has many features, and should be looked into by railroad companies throughout Canada and U.S. Patents have been taken out in Canada, Mexico, France, Great Britain and U.S. These are all for sale outright or on a royalty basis. For full particulars write H. Carlisle, P.O. Box 68, Lessburg, N. J., U. S. A.

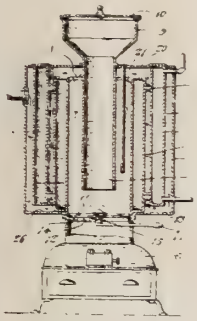




INTERNAL-COMBUSTION ENGINE, which provides a simple and efficient means for actuating the control valves for regulating the inlet and exhaust of the gases to and from the explosion cylinders. Canadian and U.S. patents for sale. Full particulars can be had from R. M. Day, Alcester, S. Dak., U.S.A.

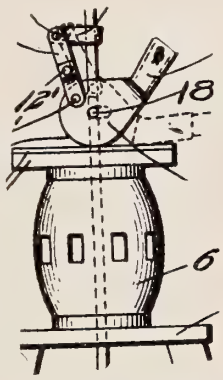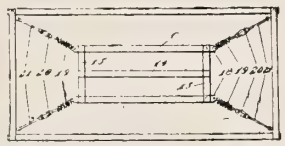


QUACK GRASS DIGGER, which consists of a novel device and combination of devices which will be found extremely simple and highly efficient in Quack Grass Digging. Canadian and U. S. patents for sale. Write Frank H. Klose, care Klose Mfg. Co., St. James, Minn., U. S. A.



STOVE having for its object to provide a means for improving the efficient water heating pipes of stoves. Full particulars can be had from S. D. Blackburn, 104 Jenkins Avenue, Lansdale, Pa., U.S.A., who has Canadian and U.S. patents for sale.

CLAMPING DEVICE for securing work, especially wheels to a stand. It may be operated quickly and will dispense with the present lock and screw device commonly used. Canadian and U.S. patents for sale by B. J. Hudson, Box No. 93, Wilsey, Kans., U. S. A.





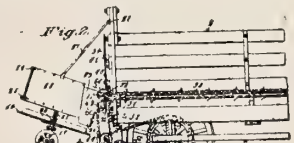
SPRING FOR BEDS. This invention relates to a novel means of making and fitting springs into bed construction. Full particulars can be had from A. E. Powell, Box 49, Caron, Sask, Can., who has Canadian and U. S. patents for sale.

COMPRESSING TOOL FOR PISTON RINGS, whereby rings are contracted to a reduced diameter so that they do not project beyond the piston while the latter may be readily passed into the cylinder. Write H. O. Ewing, Middleport, Ohio, U. S. A., for full particulars and copy of his Canadian and U. S. patents, which are for sale.



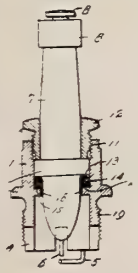


DETACHABLE BOW SUPPORT FOR SHOES, providing a very simple means for detachably supporting a bow upon a slipper, whereby a new bow may be readily attached when the former one has become soiled. Full particulars can be had from Le Roy F. Jones, P.O. Box 50, Waiakos Maui, Hawaii, who has Canadian and United States patents for sale.

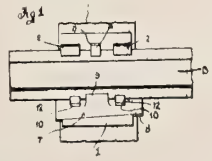


STRAW SPREADER, which is used in connection with threshers and will be found of great advantage. It is simple in construction and efficient in operation. Full particulars can be had from F. C. Mares, Dwight, Nebr., U. S. A. Canadian and U. S. patents for sale.

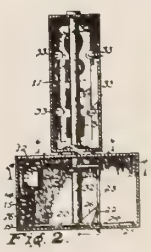
SPARK PLUG which has many features of advantage over the ordinary plug, and owing to its simple and efficient construction, should become a wide seller, if properly placed on the market. Write R. H. Duncan, 159 Hendrie Ave., Detroit, Mich., U. S. A., for full particulars, as Canadian and U. S. patents are for sale.



TIE PLATE, to be associated with a rail tie formed of wood so as to increase the life of the tie, the said plate being equipped with a novel means of securing the rail to the plate. Canadian and U. S. patents for sale by J. Wedgeworth, Sarapta, La., U. S. A.



AUTOMATIC TRAFFIC REGULATOR, which automatically operates, alternately directing the movement of pedestrians and vehicles in cross street intersections. Canadian and U. S. patents are for sale. Write E. A. Pound, 1114 2nd Avenue, Venice, Cal., U. S. A.



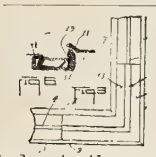
HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE

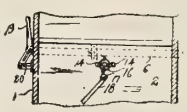


KNITTING NEEDLE, consisting of a particular way of forming the needle, having much advantage over the ordinary construction and which can be easily and cheaply manufactured. Canadian and U. S. patents are for sale and full particulars can be had from Mary E. Ross, 992 Rose St., Baker, Ore., U. S. A.

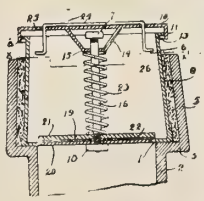
PIPE OR HOSE COUPLING whereby a device of safety and also security to prevent the disconnecting of gas tubes or hose from the stop cocks on radiators or other gas, liquid or air appliances. The device is such that the safety handle must be shut off entirely before a disconnection can be made. The nipple ends are secured to the metal, porcelain or wood, thereby overcoming the great trouble of breakable rubber ends. For full particulars, write Chas. Steiger, 4152 Federal St., Camden, N. J., U. S. A.



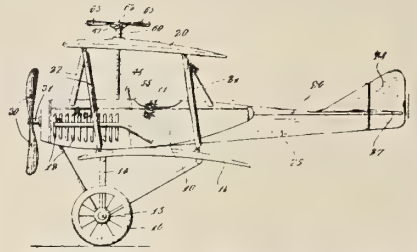
SCREEN FOR WINDOWS, in which the wire fabric can be easily and quickly renewed without the services of a skilled mechanic. The stiles and rails are connected at the corners by an invisible connection. Canadian and U.S. patents for sale. Write Wm. Steger, Linden Heights, Ohio, U.S.A.



ANIMAL RELEASING DEVICE, consisting of a novel means whereby a number of animals confined in stalls in a barn may be simultaneously released. The device may be cheaply installed and will operate with a maximum efficiency. Full particulars can be had from G. Zohner, Forres, Sask., Can. Canadian and U. S. patents for sale.

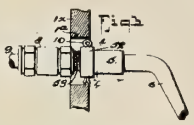


CLEAN - OUT PLUG FOR SEWERS, providing a means whereby the plug consisting of a collar and a valve which may be engaged in a pipe for cleaning the same out. Canadian and U. S. patents for sale. For full particulars, write Chas. E. Gate, 308 Maryland St., Winnipeg, Manitoba, Can.

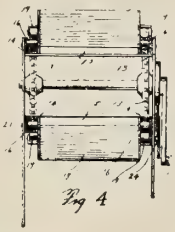


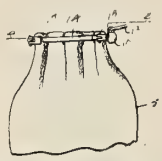
AEROPLANE, which is provided with a propeller arranged over the apparatus which may be used as a helicopter at any desired time and may be folded and disconnected with little delay. Full particulars can be had from D. Pecher, Princeton, B. C., Can.

CRANK FOR GASOLINE ENGINES. This invention is one which should be looked into by automobile manufacturers throughout Canada and U. S. The invention is one of merit and should find a good market if sold at a reasonable price and properly advertised. Accessory manufacturers should be interested. Write A. M. Ewart, 300 6th St., Barberton, Ohio, U. S. A.

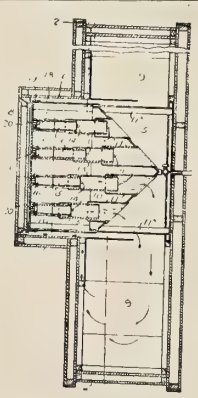


FIRE ESCAPE, providing a novel means whereby persons may be lowered on the outside of the building. It further provides a particular means of allowing the lowering of such fire escapes. Canadian and U. S. patents for sale. Write D. H. Olson, 2400 12th Ave. South, Minneapolis, Minn., U. S. A.



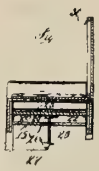


LOCKING DEVICE FOR BAGS, whereby they can be effectively locked by a device which is easily applied, reliable in use, of highly simplified construction and cheap to manufacture. Canadian and U. S. patents for sale by J. M. Almedia, P.O. Box 642, Rock Springs, Wyo., U. S. A.



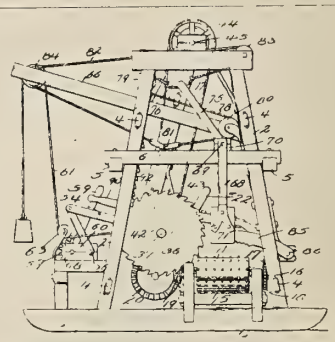
REFRIGERATOR which provides pure, dry, cold air for perfect refrigeration of a display counter. Descriptive circular can be had by writing to Mr. C. A. Ketterer, 215 Baugh Ave., East St. Louis, Mo., U. S. A. Canadian and U. S. patents for sale.

COLLAPSIBLE BED, providing a single article of furniture which serves either as a sofa, lounge, bed or couch of simple, strong and durable design. Canadian and U. S. patents for sale. Full particulars can be had from D. Balyk, 535 Fallow Ave., Medicine Hat, Alta., Can.



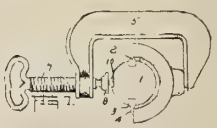


WELL DRILLING DEVICE. Canadian patent, No. 172318, is for sale and covers a novel construction in well drilling devices, which should be carefully looked into, as the same has considerable merit, if properly handled and placed on the market. For full particulars, write James Ferrier, Curzon St., Toowoomba, Queensland, Australia.



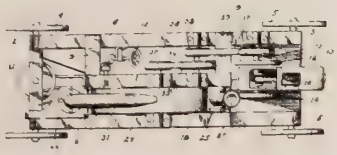
WOOD SAWING MACHINE whereby the operations to be performed may be accomplished rapidly, with facility and safety. The saw can be attached for sawing blocks or pieces any desired length, and provides a means for clamping or holding the log while being sawed. Canada and U. S. patents for sale. Write Lars G. Gustafson, Ethel, Wash. U. S. A.

BOBBITTING MANDREL. This invention has many merits of advantage and if properly shown to the manufacturers throughout Canada and U. S. it should be a popular seller. Canadian and U. S. patents can be had outright or on a royalty basis from J. M. Mark, 706 J. Adams St., Oregon City, Ore., U. S. A.

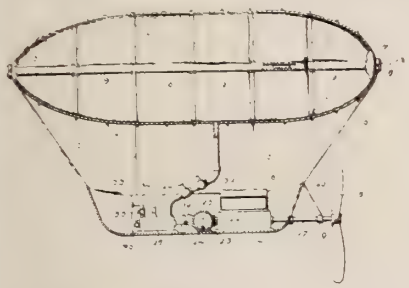


HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

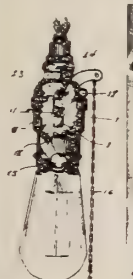
PATENTS FOR SALE



INSECT DESTROYING MACHINE, providing a means for destroying insects, which can also be used as a vacuum cleaner, driven by a suitable motor and adapted to be moved from room to room. The simple construction of this invention should be looked into by manufacturers looking for an invention of merit. Canadian and U. S. patents for sale. Write James W. Lemon, Box 43, Hardy, Ark., U. S. A.

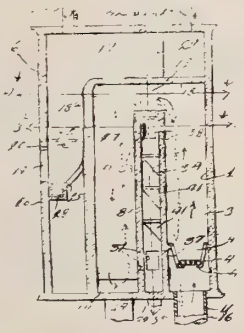


AIRSHIP, comprising a balloon portion having a car supported therefrom, a means for inflating or deflating the balloon to control the ascending or descending of the craft. Copy of Canadian and U. S. patents can be had from J. F. O'Grady, Sisseton, S. Dak., U. S. A.



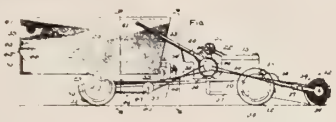
ELECTRIC LIGHT SWITCH OPERATOR, through the medium of which an electric light switch may be operated both to turn on and off the light by pulling downwardly upon a depending pull cord or handle. Full particulars can be had from E. H. Shute, 2046 Cortes St., Chicago, Ill., U. S. A. Canadian and U. S. patents for sale.

HEATER, adapted for heating railway stations, country schools, offices and various other buildings. The invention can be easily constructed and is adapted to burn any kind of fuel. Canadian and U. S. patents for sale. Write Robt. De Polo, Connellsville, Pa., U.S.A.

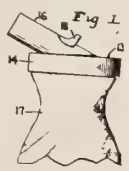




LOCKING MEANS FOR DRAFT SILLS OF RAILWAY CARS, which provides a novel construction of wooden railway cars in which the longitudinally extending centre wheels are connected to the draft wheels which carry the draw-bar attachments. For full particulars of this write A. M. Lowry, 8 Kelly St., Fairfield, Me., U. S. A., who has Canadian and U. S. patents for sale.

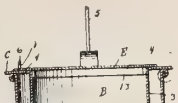


MOTOR STREET CLEANER provides a motor driven device adapted for cleaning streets during the passage of the device thereover, the arrangement being such as to sweep and transfer the sweepings into a dumping receptacle. Canadian and U. S. patents for sale. Full particulars can be had from Andrew Simko, 92 Third St., Passaic, N. J., U. S. A.



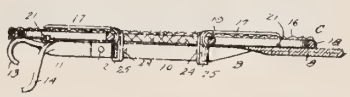
CREAM SEPARATOR ATTACHMENT FOR MILK BOTTLES, by simply placing the attachment on the top of the bottle with the forefinger resting on the finger piece, the thumb and other fingers holding the bottle, the cream, whether thick or thin, flows out rapidly when the bottle is tilted. This attachment can be made at a reasonable cost and a good profit can be had by house to house canvass. Write for full particulars to J. A. Moffatt, 166 North Bay St., Hamilton, Ont., Can., as Canadian and U. S. patents are for sale.

COMBINED VEGETABLE COOKER AND DRAINER, consisting of useful improvements in a kitchen utensil adapted to be employed as a vegetable cooker, steamer and drainer, and in which elements may as desired be employed for mashing vegetables. For full particulars, write Minnie Fournier, Minong, Wis., U. S. A. Canadian and U. S. patents for sale.



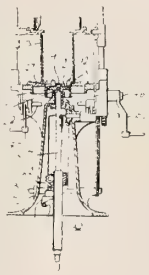


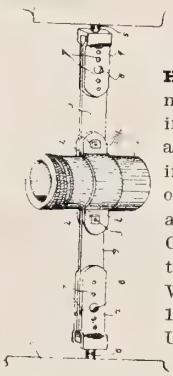
BELT GUIDE AND SHIFTER, consisting of a novel construction for guiding an endless belt, and a means for shifting the belt from the drive pulley to the idler or vice-versa. This invention has considerable merit and particulars should be inquired of from G. M. Eriebel, Balcarres, Sask., Can.



STRAINER, specially designed for straining milk directly into the supply tank of a cream separator. The support is applicable to all makes of separator tanks and may be readily placed in operative relation or removed by simply lifting up by the long end. Canadian and U. S. patents for sale. Write M. J. Ostul, Ghent, Minn., U. S. A.

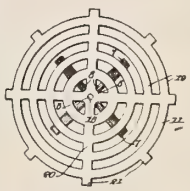
SELF - SHARPENING ADJUSTABLE PACKER HEAD-PLATE which has much advantage and manufacturers in this line should at once write to Mr. Jos. Vogt, care Richmond Pressed Stone Works, Richmond, Minn., U. S. A., for full particulars, as his Canadian and U. S. patent rights are for sale. Full particulars and drawings will be sent on request.

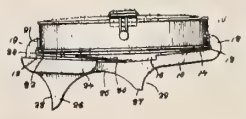




ADJUSTABLE PIPE HANGER, consisting of novel means of clamping around pipes and adjustably holding these in relation to walls and other supporting means at any desired angle. Canadian and U.S. patents for sale. Write W. C. Duke, 1163 E. 13th St., Richmond, Va., U.S.A.

REVOLVING TABLE OVEN This invention has many good features which oven manufacturers should look carefully into. Full particulars can be had from Mary A. Scrimgeour, 376 College Street, Lewiston, Maine, U. S. A., as both Canadian and U. S. patents are for sale, copies and full data will be sent on request.





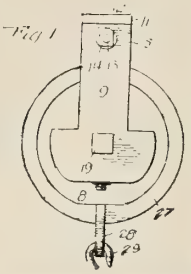
VIOLIN SHOULDER - REST which may be readily secured to a violin or other instrument of that general type and held in proper position by a resiliently-mounted clamping member for readily holding the violin in proper position to the shoulder. Full particulars can be had from John McLay, Box 26, Bellerive, Valleyfield, Que., who has Canadian and U. S. Patents for sale.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

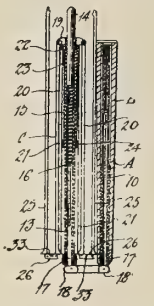
PATENTS FOR SALE



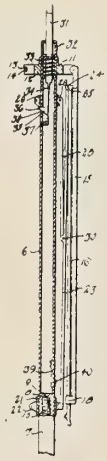
WHEEL RIM and more especially a demountable or detachable rim from the felly of the wheel. The rim supporting automobile tires can be easily and quickly removed to substitute new tires for punctured or damaged ones. Full particulars can be had from E. S. Beeman, Laporte, Indiana, U.S.A. Canadian and U. S. patents for sale.



HANGER FOR SWINGS, providing a novel means which is inexpensive and should find an attractive market when properly advertised. Canadian and U. S. patents for sale. Copies and full particulars can be had from Harry J. Volkewein, 317 Fingal St., Pittsburg, Pa., U. S. A.



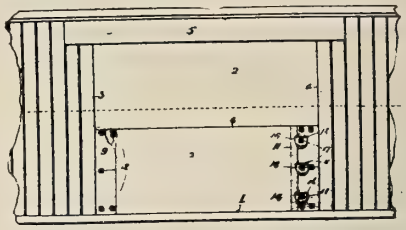
UMBRELLA which will fold into a length approximately one-half the length of a rib of an ordinary umbrella. Umbrella manufacturers should at once look into this patent, as the invention has considerable merit and commercial possibilities. Full particulars can be had from M. Schock, 310 Cleveland St., Monticello, Indiana, U. S. A., who has Canadian and U. S. patents for sale.



UMBRELLA which has novel features which should make this an attractive seller if properly placed on the market. Full particulars can be had from Thos. Verdugo, 923 Shotwell St., San Francisco, Cal., U. S. A., who has Canadian and U. S. patents for sale.

PATENTS
Trade Marks, Design Patents, Copyrights

Being near the Canadian Patent Office we are able to personally interview examiners, thus often getting broader claims and earlier allowance of your Patent. We have access to all Patent Office Records for making searches and report, and solicit the business of Manufacturers, Engineers and others who realize the advisability of having their Patent Business given PERSONAL ATTENTION by Experts at Ottawa.



GRAIN DOOR CONSTRUCTION which provides a simple and inexpensive construction which will be effective in retaining grain, coal and other light products without leakage from the car while in transit, but it can be easily released to discharge said products when desired. Can. and U. S. patents for sale by W. H. Toomer, Gladstone, Man., Can.

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PATENTS
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OTTAWA, CANADA

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Their 1920 Calendar

The calendar issued this year by Lockwood, Greene & Co., copy of which has recently been received, shows in attractive form a number of the more important engineering undertakings of the company. Among them are several fine manufacturing plants, including the new works of T. McAvity & Sons, at St. John, N.B. The calendar is in monthly sheets, each with its own illustration.

New Company Publication

Among the latest Canadian manufacturing companies to establish a company publication is Lever Bros., Limited, who started in April a neat 36-page pocket-size magazine, under the name of "Progress Canada." Printed on coated paper, with numerous half-tone illustrations, it makes a tasty little production. The April number is largely devoted to an account of Lord Leverhulme's visit to Canada, though there is much other material of interest to the company and its employees. The publication will undoubtedly contribute to the maintenance of friendly relations between employer and employee.

Nickel Company's Periodical

Under the name of the "Inco," the International Nickel Company have commenced the publication of a monthly periodical intended to promote the interests of the company. It is a well printed little publication and contains much useful information about the company and its products.

ANNOUNCING

DOMINION OXYGEN COMPANY, Ltd.

The Dominion Oxygen Company, Ltd., from its very inception takes high rank among the leaders of Canadian Industry.

Product

Foreseeing an extraordinarily rapid development of Canadian business, it plans a chain of modern plants for the production of atmospheric oxygen of high purity.

Five important industrial centers have already been chosen as locations for as many plants. The building program is actually under way and is being rapidly pushed to completion.

Cylinders

Dominion Oxygen Cylinders will be of the most modern type, designed to carry the maximum quantity of gas with the least possible weight, thus insuring the lowest shipping and handling expense.

Under the comprehensive selling plan of the Company, these cylinders will be loaned to the consumer on liberal terms.

Policy

Broad in its scope, the Dominion Oxygen Company, Ltd., is still broader in its policy. It has planned and is providing a great distributing system which, through a network of centrally located warehouses and distributing stations, will insure Canadian oxygen users of a never-failing and prompt supply of pure oxygen in any quantities.

This service will be extended in all its ramifications as rapidly as new plants are completed.

By inaugurating, with its patrons, a relationship of unusual breadth and liberality, the Dominion Oxygen Company, Ltd., will be a constructive force in promoting the tremendously increased use of the oxy-acetylene process.

A Suggestion

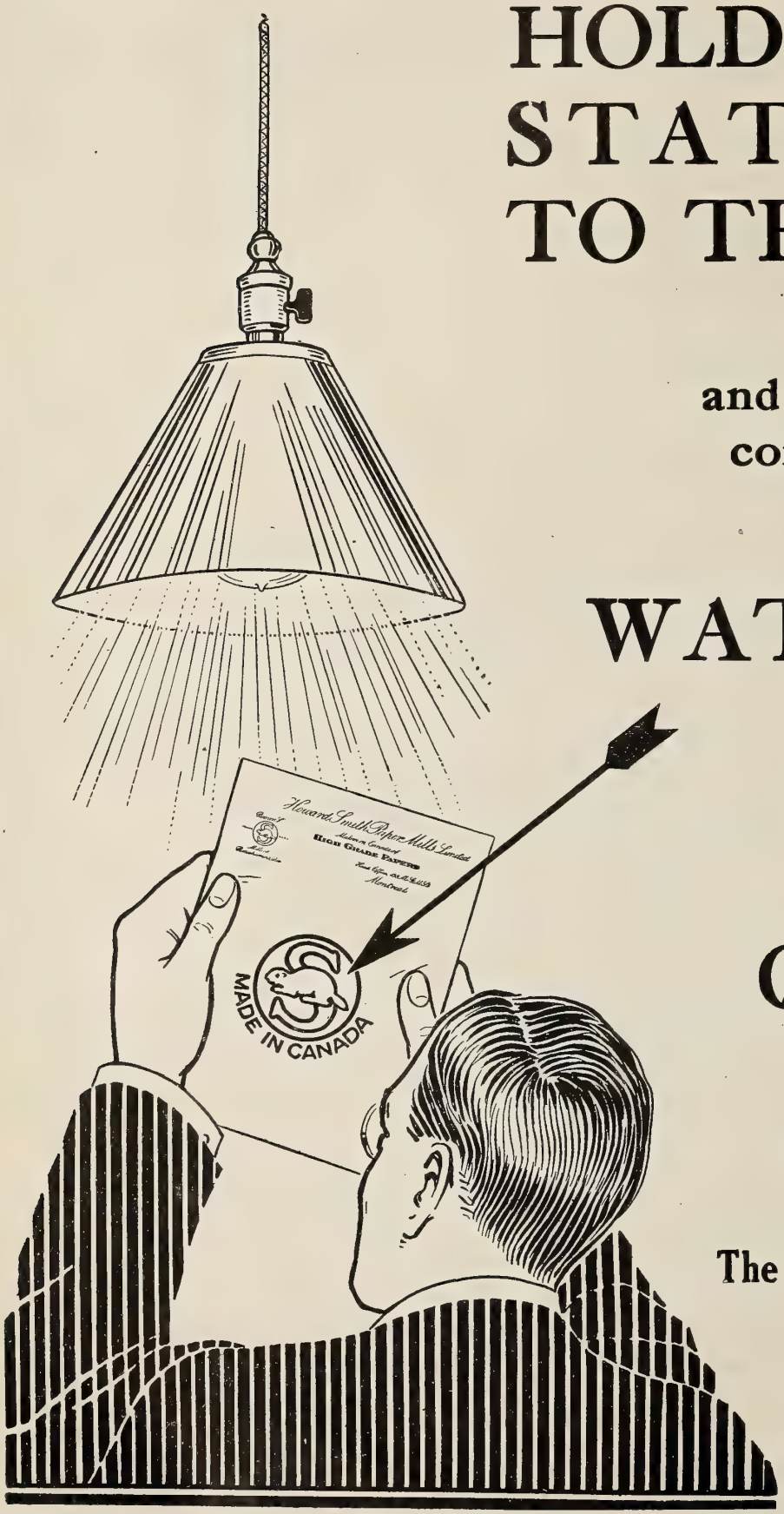
It will be to the advantage of Canadian users of oxygen to write for more detailed information before contracting for their future oxygen requirements.

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OFFICE AND FINANCE

The Cost System---a Fundamental Guide to Efficiency

What the Chart is to the Seaman, His Cost System Should be to the Manufacturer — a Source of Light and Leading

By W. L. EDMONDS

KNOWLEDGE of cost in respect to production is destined to become increasingly important in respect to success in the manufacturing industries of the Dominion. Carping critics may say what they will in regard to profits secured, but to the unprejudiced mind it must be apparent, in view of the upward trend in the cost of raw materials, labor and freight rates, that it is only by employing the highest possible measure of efficiency in production that manufacturers can hope to create a surplus sufficient to pay dividends and create reserve accounts of adequate amounts to provide for the eventualities of "rainy days" and for necessary expansion in business.

It naturally follows that the fundamental guide to efficiency is an efficient cost system. A cost system is to the manufacturer what a chart is to the seaman. It enables him to get his bearings and to map out his future course.

Incomplete Cost Systems

Not long ago the travellers of a certain manufacturing concern reported that a competitor was selling an article at twenty-six cents which it cost the former thirty cents to produce. After puzzling over the matter for some time the manager could come to no other conclusion than that the competing firm was selling below actual cost.

"If that is their little game," he finally concluded, "I'll help them to increase their losses, I'll stop manufacturing the article and buy their line instead."

Shortly after coming to this conclusion he consulted a man who was an authority on cost accounting, whom he informed, in reply to a specific question, that his cost of thirty cents on the particular article was made up of labor 10c., material 8c., and overhead 12c. He had to acknowledge, however, that his factory was running on less than half time.

"What would your overhead be if you were running on full time?" he was asked.

"About five cents," he replied.

"Ah, now I see the seat of the trouble," continued the expert. "If your factory was running full time you could produce that article at about twenty-three cents instead of at thirty cents. Your competitor is able to undersell you because he is running his factory full time."

The trouble with this particular firm's system was that, while it furnished an apparently initial record in regard to cost of production, it did not go beyond that point. Had it not been so, the manager would not have found it necessary to call in an outsider to enlighten him as to the source of his difficulty.

There is an old English maxim to the effect that "there is no wrong without a remedy." The office of a cost system is to provide the manager of an industry with data that will serve to assist him in rectifying errors as well as to furnish him with figures upon which to base the selling cost of factory product.

Three Elemental Factors

Into the manufacturing of any article whatsoever there enter, generally speaking, three elemental factors. These are material, labor and expense. It follows, therefore, that a cost system, to be efficient, must enable the management to ascertain, as nearly accurately as possible, the proportion of cost entailed under these three classifications. Furthermore, it should be made to function in such a way that the management is enabled to ascertain month by month the presence of leaks, if any, and the lines which are either profitable or unprofitable.

It is becoming more and more widely and generally recognized in business practice that it is an unwise policy, except in case of actual necessity, for a manufacturer to continue to produce or a merchant to continue to carry in stock a line which is persistently unprofitable. It therefore follows that if a manufacturer is to be in the position where he can from month to month be provided with accurate information in this particular, he must have in operation a system that works out costs in detail and not on a basis that merely strikes an average for the various lines his factory produces. But even though, for policy's sake, it may be wise to continue the manufacture of a subordinate line in which there is either little or no profit, sound business practice demands that the management should be in a position to know the facts regarding each and every line of goods the factory turns out. Otherwise how can it intelligently manage? Without the employment of a cost system that is efficient in this particular detail the manager can scarcely be in a position to determine the lines which require special treatment, either with a view to bringing this or that article out of the unprofitable class or of pushing more vigorously those which are netting the company a larger percentage of profits.

Average vs. Detail Costs

Four or five years ago two manufacturers, whom we may designate A and B, were engaged in a friendly chat regarding their respective business methods. During the conversation A acknowledged that although his factory turned out over two hundred different articles he could not produce figures which would show the profitable or unprofitable character of any one of them. His cost system only provided ways and means of ascertaining the average profit on the total turnover. B, on the other hand, although making about the same number of lines as A, employed a system that enabled him to ascertain the cost of each. "When I find," he explained, "that a certain article is no longer being produced at a profit, and there does not, after a careful investigation has been made, appear to be any possibility of our being able to do so in the future, I cut it out."

B, it will be seen, believed in making money in detail as well as in total. A was satisfied with the latter. From the standpoint of sound business practice there can scarcely be any doubt as to which theory is the preferable.

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Total Assets - $545,304,809

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Head Office: MONTREAL

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PELEG HOWLAND, President

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HEAD OFFICE - TORONTO

Canadian Mead-Morrison

Unsold Portion of Preferred Stock Issue Has Been on Offer to Canadian Investors

Preferred stock of the Canadian Mead-Morrison Co., Limited, the new Canadian corporation which has taken over the business of M. Beatty & Sons, Limited, Welland, has been on offer through the Montreal financial house of Hanson Bros. The company have issued $600,000 of 7 per cent. cumulative redeemable sinking fund preferred shares, and 8,500 common shares, of no par value. Hanson Bros. offered the unsold portion of the preferred issue at par and accrued interest, with bonus of forty per cent. of common. As the company have practically no bonded indebtedness, the preferred stock is nearly equivalent to a first mortgage.

Provincial Paper

Reorganization of the Company Has Been Effected and Shares Will be Exchanged

A reorganization of the Provincial Paper Mills Co., Limited, has taken place, a new company, Provincial Pulp and Paper Mills, Limited, having been formed to take over the old company. Through the reorganization, holders of common stock of the latter are given a bonus of 50 per cent. of their holdings in the new company, while preferred stock is exchanged share for share. The Port Arthur Pulp & Paper Co., which was a subsidiary of the old company, is taken over and forms part of the new organization. The some officers and directors are in control.

Consolidated Smelters

Sales of Smelter Product, Ore and Other Materials Amounted to $9,761,000

Despite labor troubles and unsettled markets, sales by the Consolidated Mining & Smelting Co. of Canada, Limited, during the fifteen months ended December 31, 1919, amounted to $9,761,000, or about the same as during the twelve months ended September 30, 1918. Total receipts in the fifteen-month period amounted to $13,002,498. To meet dividends at the regular rate of ten per cent. per annum, it was necessary to draw on reserves to the extent of $489,789, bringing the balance down from $2,148,122 to $1,658,333. Referring to this phase of the situation, the president, James J. Warren, states: "Your directors felt satisfied in declaring the usual dividends, because the deficit was attributable largely to non-operation and non-production, through temporary conditions not likely to recur." Heavy disbursements were made on capital account, $754,000 being advanced to the West Kootenay Power Co., and $637,413 expended on smelter improvements and extensions.

Steel Co. of Canada

Gross Profits for the Year 1919 Were Slightly in Excess of Four Millions

Gross profits of the Steel Co. of Canada, Limited, for the year ended December 31, 1919, amounted to $4,000,940, comparing with $5,367,120 in 1918 and $6,040,318 in 1917. In both the latter years, however, allowances were necessary for the excess cost of construction of coke ovens, etc., which did not apply in 1919, so that the showing on the whole compared favorably with previous years. After the usual deductions for reserves, interest, sinking fund and dividends,

$872,430 remained to be carried to profit and loss, bringing the balance in that account up to $8,195,302.

In his report to the shareholders, the president, Robert Hobson, stated that in connection with the coke ovens it has been decided to instal a plant for the extraction of benzol from the gases of the ovens, and work has already been started on this plant. In addition, the directors have under consideration further material extensions, which will increase the output of semi-finished and finished material at an economical cost. The company have consolidated coal holdings with two very strong U.S. companies, and now hold a one-third interest in 4,438 acres in block.

Sawyer-Massey Co.

Results for the Last Fiscal Year Were not Particularly Encouraging to Shareholders

Profit earned by the Sawyer-Massey Co., Limited, for the year ended November 30, 1919, amounted to $144,445. After paying administrative expenses and bond interest, a net profit of $63,573 remained. The company started the year with a debit balance in profit and loss account of $310,114, and to this was added the sum of $206,446, written off for bad and doubtful debts. Deducting net profit for the year, the adverse balance at November 30, 1919, was $452,987. It is stated, however, that the amounts written off and the figures as they now appear in the balance sheet reflect the realizable value of the liquid assets.

In Western Canada sales were less than in the previous year, due in part to acute competition in American-made tractors admitted "duty free," injury to crops due to drought, and stricter regulations regarding terms and credit. In Eastern Canada sales were in excess of the previous year, due to a greater demand for road-making machinery. Foreign sales showed an increase, due to shipments of threshers to the United States. Prospects for the present year are declared to be encouraging.

Canadian Westinghouse

Earnings for 1919 Showed Only a Small Decline From Those of Previous Years

Earnings of the Canadian Westinghouse Co., Limited, from manufacturing operations were $1,416,205 in 1919, as compared with $1,622,048 in 1918. Net profits were $600,936, as compared with $560,646. The balance carried forward was $1,814,272, as against $1,711,688.

The chairman of the board, H. H. Westinghouse, reports that "Business in the first year following the close of the World War has been marked by readjustments unavoidably associated with the sudden change in the underlying basis of all industrial endeavor. In place of imperative requirement for production of all agencies of destruction and their application to the point of contact between the huge contending armies—heedless of cost so long as time, quantity and effectiveness were served—the effort became one of seeking to re-establish production of the necessities and comforts of life and their distribution, both under the requirements and the limitations of the ordinary operations of commerce so long and so severely interrupted. For the first few months there was a feeling of hesitancy and a slackening of operations, but with a growing realization that shelves were bare of supplies the world over, expansion followed curtailment, so that before the end of the year manufacture was equalling, and in many lines exceeding, its pre-war activity.

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PAID-UP CAPITAL - $15,000,000
RESERVE FUND - $15,000,000

86A

The Merchants Bank of Canada

Head Office, MONTREAL **Established 1864**

Paid-up Capital	$ 7,000,000
Reserve Funds	7,574,043
Total Deposits (Nov. 30, 1919)	167,000,000
Total Assets (Nov. 30, 1919)	200,000,000

President: Sir H. Montagu Allan, C.V.O
Vice-President: K. W. Blackwell
General Manager: D. C. Macarow
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munity, reflected in its operations these changes in the general situation. With an average amount of business offering during the early months, the year closed with such an increasing volume of orders as to assure that the plants will be taxed to capacity for some time to come. Shipments of products have corresponded closely in amount with those of the preceding year, while higher cost of materials and increased salaries and wages of employees, both universally prevalent, have operated to decrease somewhat the margin of profit."

Goodwin's Limited

Company's Sales Last Year Were Largest in Its History and Profits Increased

Gross profits of Goodwin's, Limited, for the period ended January 28, 1920, amounted to $444,942, being an increase of $107,995 over the previous year. After the payment of bond and other interest charges, a depreciation allowance of $65,000, and the transfer of $10,000 to reserve for doubtful accounts, there remained a surplus of $274,614. The total credit and loss balance is now $959,730. Allowing for all deductions, the year's surplus earnings were equivalent to 15.7 per cent. on the outstanding preferred stock issue of the company, this comparing with 9.4 per cent. in 1918. Sales for the year were the largest in the company's history.

Abitibi Power & Paper

Surplus of the Company Exceeded Million and a Half at End of 1919

Operations for the year 1919 of the Abitibi Power & Paper Co., Limited, before providing for depreciation, etc., showed a profit of $2,125,717. After deducting depreciation, interest and other charges, there remained a surplus for the year of $1,143,693, which, added to the surplus at the end of 1918, made a total of $2,216,943. After paying dividends of $262,500 on preferred and $300,000 on common shares, together with business profits tax of $79,463, the net surplus at the end of the year stood at $1,574,979.

The earnings cover the full capacity of the paper mill for the entire year, but not of the groundwood and sulphite mills which, on account of the unfavorable market conditions in the early part of the year, were not operated to full capacity. For 1920 the company have sold their entire output of paper at materially higher prices, while the indications are that the full capacity of the entire groundwood and sulphite product will be placed.

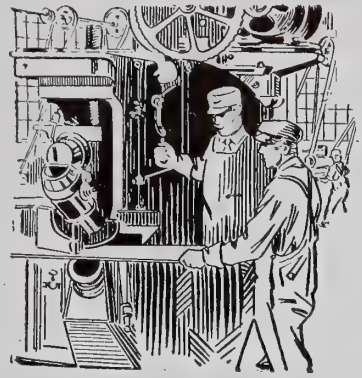
Arrangements have been completed for the sale of $4,000,000 of consolidated refunding 6 per cent. 20-year gold bonds, the proceeds of which will be used to retire the 7 per cent. debenture stock and 7 per cent. convertible mortgage debentures, as well as to defray the cost of new construction now in progress. The latter consists of the installation of three additional newsprint machines, and one wrapping machine, and the completion of a new power plant at Twin Falls.

Canada Machinery

Profits for Year Ending January 31 Showed a Large Falling-off From Previous Year

Net profits of the Canada Machinery Corporation, after the payment of bond interest, amounted to $128,144, as against $277,101 in the previous year. Preferred dividends at 7 per cent. and common dividends at 5 per cent. were disbursed, and $24,778 allowed for depreciation. A balance of $103,197 remained to the credit of profit and loss, as

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UNION BANK OF CANADA

Head Office: Winnipeg

422

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Total Assets Over	500,000,000

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compared with $100,880 at the first of the year. The annual report states that "In view of the large volume of second-hand machinery which has been offered for sale, at sacrifice prices, the results of the year are better than we anticipated, and we think will be entirely satisfactory to the shareholders. As to prospects for the current year, it is very difficult to make any forecast, although sales to date show a marked improvement over the same period last year."

Canadian Fairbanks-Morse

Volume of Business in 1919 Showed a Decrease of Approximately 15 Per Cent.

After deduction of all expenses of manufacturing, selling and administration, and after providing for war tax, profits of the Canadian Fairbanks-Morse Co., Limited, for the year ended December 31, 1919, were $532,069. Dividends of $90,000 on the preferred and $128,000 on the common stock were paid, the balance at profit and loss being increased from $1,762,537 to $2,076,607. The volume of business in the sales department showed a decrease of approximately 15 per cent. from the preceding year, business being extremely quiet in the first few months of the year but improving as the year went on and closing with a greater amount of unfilled orders than at any time in the history of the company.

Referring to the Toronto plant, the president, Henry J. Fuller, reports that conditions were such as to make it impossible to resume any production excepting in the closing weeks of the year. This is explained by the fact that the foundry was not operated during the period of the war, and they were not successful, owing to labor conditions, to recruit their foundry organization until late in the year. A policy of intensive manufacture of a few lines was decided upon. The sum of $150,000 was set aside for plant rehabilitation and new equipment.

Port Hope Sanitary

Company in Better Position Financially as a Result of Last Year's Operations

Profits of the Port Hope Sanitary Mfg. Co., Limited, for the year ended January 31, 1920, were $132,015, as compared with $46,285 in the previous year. Net profits were $79,411, which, added to the previous balance at profit and loss, brought the surplus up to $97,107. Current assets amounted to $502,834, as compared with current liabilities of $83,688. Capital assets were $1,096,898. The company's improved position will enable it to carry out its plan for further plant improvements and extensions.

Acadia Sugar

Company's Net Trading Profit for the Past Year Amounted to Sum of $266,918

The net trading profit of the Acadia Sugar Refining Co., Limited, for 1919, amounted to $266,918. From this was deducted interest on loan, $251,461, and directors' fees, $7,300. The balance applied to the debit balance at profit and loss reduced this sum from $221,584 to $213,427.

The directors' report states that during the first six months of the year the feeling generally was that there was an over-abundance of sugar. Buying was of the hand-to-mouth variety, and in consequence the company were forced to carry large stocks of raw and refined sugar and work on a low melt, which at best prices prevailing was most unprofitable. This condition gradually changed, and in the fall months a shortage developed, and business returned to a more profitable basis.

F. R. GRAHAM D. M. SANSON

Do You Need Additional Capital?

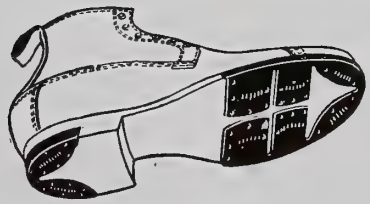
Many prosperous business enterprises are outgrowing their banking accommodations and desire additional capital for one or more of the following purposes:

1. To increase plant capacity and finance rapidly growing business.
2. To acquire additional properties, etc.
3. To retire bonds or other indebtedness.

We would be pleased to discuss with you our method of under-writing the securities of Canadian Industrial Corporations, which meet our requirements as to management and earnings.

Write us for full information.

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INVESTMENT BANKERS
Members Toronto Stock Exchange
Toronto General Trusts Building
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A Big Proven Money Maker. On sight will prove self convincing that more than half the money now expended for footwear by men, women, boys and girls can be saved. A fortune awaits some Man, Firm or Joint Stock Company to operate the New Canadian Patent. Not much money needed to start the business. A Joint Stock Company is now coining money operating the United States Patent. For full particulars and terms to operate the Canadian Patent, address the Inventor and Sole Owner of Canadian Patent

JOHN A. ORR
Augusta - - Kentucky



So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day— a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

THE OFFICE SPECIALTY MFG. CO. LIMITED
Home Office NEWMARKET Canada

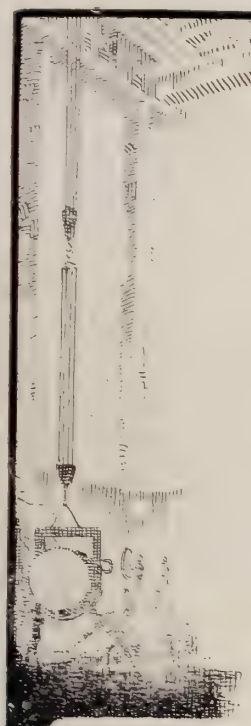
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FILING SYSTEMS

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Industrial Chemistry
The Stethoscope of Modern Manufacturing

Factory operation ranks higher in importance to your business than Financing, Sales-Management or Accounting.

For your factory is the heart of your enterprise, and its efficiency determines your success or failure.

As the doctor uses the stethoscope on the body to test its well-being so can you check the efficacy of your manufacturing methods through our services as Industrial Chemists.

We will investigate, test, analyze your factory practice, your material, your product, and make confidential suggestions that will be invaluable to you.

Better, far, to find your problem and solve it, before it forces itself upon you



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Industrial Chemists, Engineers and Inspectors
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Canada's Industrial Expansion

A Record of Progress

New Yarn Plant

Canadian Cottons Limited, Have Started Work on the Erection of Large Building

Canadian Cottons, Limited, are erecting in connection with their Hamilton mill a plant for the manufacture of yarn. It will be approximately 175 feet in length by 125 feet in width, of reinforced concrete construction, and will have a capacity of about one million pounds of yarn of various kinds per annum. The modern gravity system of handling the process will be followed. That is, the picker room, with dust room below, will be located on the top storey instead of on the ground floor, as was customary before. The end of the mill in which the picker room is located will be six storeys and the rest of it four storeys in height. The W. J. Westaway Company are engineers and contract has been let to the W. H. Yates Construction Company. On completion about 200 hands will be employed.

Starting Twine Factory

Sterling Twine Co., Limited, Formed at Walkerton to Make Commercial Twine and Rope

The Sterling Twine Co., Limited, capitalized at $100,000, have recently been incorporated at Walkerton, Ont., for the purpose of manufacturing commercial twine of all kinds (but not binder twine), for sale to the wholesale trade. They have acquired three buildings in the business portion of the town near the C.P.R. station. One building, 45 x 200 feet, will be used for factory purposes, another 50 x 100 feet for warehouse and a third for storage. Machinery is under order, and it is hoped that a portion of it will be delivered by June, so that operations may commence in July. The balance of the machinery will not likely be ready until September. As soon as the plant gets into the proper swing from fifty to sixty hands will be employed.

Tile Industry Resumes

Frontenac Floor and Wall Tile Co., Limited, Kingston, Re-organized Under New Management

The Frontenac Floor and Wall Tile Co., Kingston, whose plant has been closed down for the past two years, have been reorganized and will operate under entirely new management. Mr. Everett Townsend, who will have full charge of the company, was for twenty-five years managing director of the Robertson Art Tile Co., Morrisville, Pa., one of the largest manufacturers of tile in the United States, making what is called a full line of tile, which includes white wall tile, all kinds of bright, dull finish and opaque colored glazes, pinks and ox-bloods, also ceramics for floors as well as half-inch thick tile in white and various colors.

At the present time it is the intention of the Frontenac Floor and Wall Tile Co. to confine themselves to making ceramics only, as the plant with the present equipment is not arranged to make any of the other lines. The company have been somewhat hindered in starting up because of the delay in getting clays and coal from the States, but they are figuring on operating not later than May 15, and will run the plant to full capacity. The plant superintendent will be Mr. Frank Stevenson, who is an expert machinist and die maker, with seven years' experience with the Trent Tile Co., Trenton, N.J., and three years' with the Old Bridge Enamel Brick & Tile Co. of Old Bridge, N.J.

Open Toronto Office

Mason Regulator & Engineering Co., Limited of Montreal, Take Important Step

The Mason Regulator & Engineering Co., Limited, who are the Canadian manufacturers of the well-known "Reilly" feed water heaters, evaporators, distillers, grease extractors and feed filters and "Mason" reducing valves and regulating appliances, are opening a branch office at Toronto, under the management of Mr. S. Balmfirth. Mr. Balmfirth, who is a member of the executive of the Canadian Association of Stationary Engineers, was formerly chief engineer of the Hospital for Sick Children, Toronto, after having been assistant to the superintendent of the McGill University power house. This is in accordance with the firm's policy of having practical engineers as salesmen and executives and they believe they are able to render better service to their customers by this method.

New Port Arthur Industry

Atlas Manufacturing Co. Make Good Progress Since Inception Last Fall

The Atlas Manufacturing Co., Port Arthur, organized last August by Messrs. W. L. McGregor, A. G. Allen, and A. C. Lotoski, have made such favorable progress that they have found it necessary to secure larger premises. A provincial charter, dated March 1, 1920, has been secured, the company being empowered to carry on the business of electricians, mechanical engineers, workers and dealers in electrical supplies and equipment, to manufacture and produce electric automobiles and to manufacture electric flashlights, portable electric lamps, residential electric light plants, electric advertising signs and a new type of bedsteads and brass and aluminum lamp stands.

The company started operations at 234 Cameron Street, but have recently purchased a location on Ambrose Street. A building on the property, 80 feet long, is being remodelled and it is their intention to erect a new brick building four storeys high adjacent to the present building. The plant, when completed in the first section, will give employment to about 200 men, and when in full running order, with the other section built and equipped, will give employment to about 600 men. At the present time, the company are still in the experimental stage, as models, tools, gigs and machinery are not quite ready to commence actual operation.

W. L. McGregor is president; A. G. Day, vice-president;

A. C. Latoski, secretary and general manager. Other directors are Archibald Gibbons and A. G. Allen, while others interested are A. Swanson and E. H. Guse.

Refinery at Moose Jaw

Plant of the Western Oil Company Being Pushed to Completion Rapidly

From a recent issue of the Moose Jaw *News* it is learned that considerable progress has been made with the construction of the new oil refinery of the Western Oil Co. in that city. Foundations are all in for receipt of plant and the large boiler has been set up. Shipments of lubricating stock have been received and will be used in the manufacture of lubricating oil. The office building on Manitoba Street has been practically completed.

Commerce Trucks in Canada

Detroit Industry Decides to Erect Branch Plant in Guelph and Forms Subsidiary

The Commerce Motor Car Company, Detroit, manufacturers of Commerce trucks, have organized a Canadian subsidiary, Commerce Motor Trucks, Limited, who will manufacture Commerce trucks in a plant to be erected in Guelph, Ont. This plant will consist of a production factory, 90 x 300 feet, with one-storey office building, 60 x 50 feet, and according to present indications will be completed and operating by August 1. The same line of trucks as are made in the Detroit plant will be turned out, viz., a one and one and a half-ton model truck. Production for the first year is estimated at from 5,000 to 6,000 units.

The Canadian company is owned by Canadian stockholders and stockholders in the Detroit company. W. E. Parker, president of the parent company, is president; E. M. Baker, general manager and a director of the parent company, is first vice-president and general manager; H. Westoby, president Dominion Food Products Co., and mayor of Guelph, is secretary-treasurer. Other directors include F. E. Partridge, of the Partridge Rubber Co.; John M. Taylor, Taylor-Forbes Co., and J. E. Carter, all of Guelph. George D. Wilcox and Charles L. Granger, who are respectively director of sales and advertising and production manager in the Detroit plant, hold corresponding positions in the Canadian company.

Bridge Company Re-organized

Sarnia Bridge Company, Limited, Now Operating Under a Dominion Charter

The Sarnia Bridge Co., Limited, have recently been incorporated under a Dominion charter with capitalization of $500,000, for the purpose of acquiring the Sarnia Bridge Co., Limited, incorporated in 1908 under an Ontario charter. The officials are president, R. M. Norton; vice-president, H. B. Fenton; secretary-treasurer, H. F. Holland; directors, W. H. Kenny, H. W. Stuart, H. M. Pardee and F. J. Scupholm. Mr. Norton has been connected with the organization for many years and has practically spent his life in the structural steel business, while Mr. Fenton was at one time with the organization, but during the war served with the American Shipping Bureau. The remainder of the directors are local business men.

It is not the immediate intention of the company to enlarge the shop, but plans are being drawn for further development. While the company specialize in structural steel work, they also carry a line of charcoal iron, boiler

Ask Your Hardware Dealer To Show You

The Eddy Fire Pail

Note how light it is and how strong. No metal to rust or corrode, no hoops to shrink or fall apart. Made of **Eddy's Indurated Fibreware,** moulded, pressed and baked all in one piece with a rounded bottom that assures its being always in its rack or on its hook—where you want it when you want it.



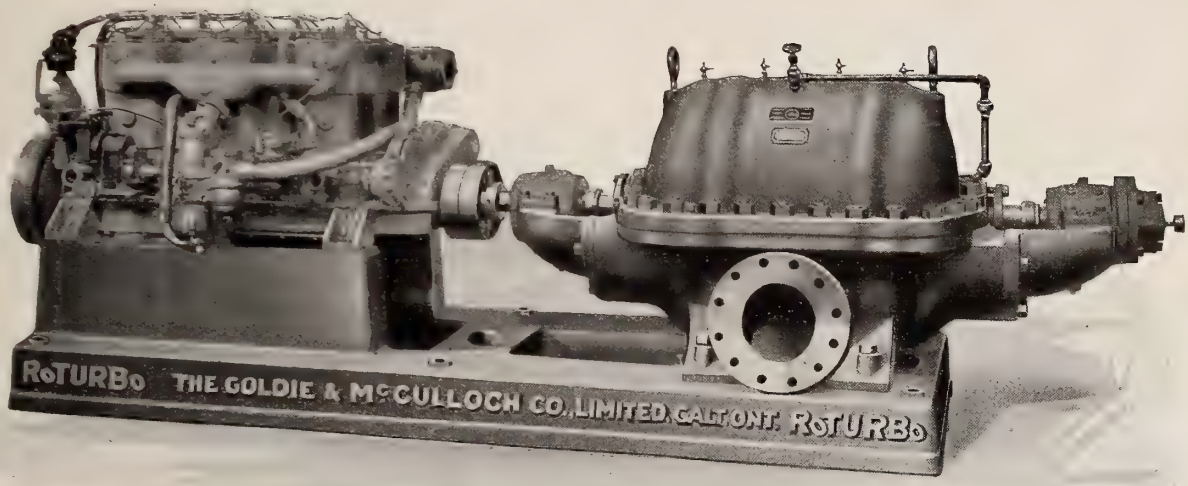
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Patent Pressure Chamber Pumps

ROTARY JET CONDENSERS
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REES RoTURBo PUMP direct connected to gasoline engine built for the Stratford Waterworks Plant

REES RoTURBo PUMPS PROVIDE THE MAXIMUM EFFICIENCY. This is proven by the fact that one large industrial concern has in just a few years increased their equipment of REES PUMPS to 105 which are in use for every class of pumping which the institution requires.

RoTURBo PUMPS ARE BUILT RIGHT AND THEY STAY RIGHT

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tubes and alloy steel. They have a large stock of structural steel of assorted sizes carried for warehouse purposes and have built up an extensive trade in this line within the last three years.

Enlarge Welland Plants

Canada Foundries & Forgings, Limited, Installing New Forging Equipment to Double Output

A programme of expansion is being carried out at the Welland plants of the Canada Foundries & Forgings, Limited, which will largely increase the output of heavy drop forgings, automotive axles and crankshafts especially. The company have at Welland large modern steel buildings, served with overhead electric cranes, which were used for forging shells on a large scale during the war. These buildings will house the new forging equipment, which will consist of a battery of heavy steam drop-hammers and miscellaneous equipment, such as presses, upsetting machinery and furnaces, sufficient to double the output of their Canada Forge plant. These will be in full operation by July 1.

The Guelph Cotton Mills, Limited, have been purchased by the Regent Textiles, Limited, and will be operated as before, spinning cotton and twines.

Locate in Woodstock

The Kennedy Car Liner & Bag Company Will Establish a Canadian Branch Industry

The Kennedy Car Liner & Bag Company, manufacturers of Kennedy car-liners, bags and covers, Shelbyville, Ind., have purchased premises in Woodstock, Ont., on which to locate a branch industry for the manufacture of their product in Canada. The building acquired is 40 x 160 feet, three storeys and basement. They hardly expect to be able to commence operations before June 15 or July 1.

Replacing Their Mill

McGibbon Lumber Co., Limited, Penetanguishene, are Building a New Sawmill

A new mill, 30 x 150 feet, with lath mill wing, 40 x 30 feet and sorting shed, 30 x 125 feet, is being hurried to completion by the McGibbon Lumber Co., Limited, of Penetanguishene, in order to replace the mill destroyed by fire last fall. The mill is on cement foundations, while the foundations for engines and boilers are of cement. A double-cut, 13-inch band saw and band upright resaw, with return feed, are being installed. The motive equipment will consist of three 500-h.p. boilers and an engine of 450 h.p. The mill will be ready on June 1.

Concentrate Toronto Plant

Zimmerman-Reliance, Limited, Acquire Large Building and Consolidate Their Operations

Announcement is made that Zimmerman-Reliance, Limited, manufacturers of underwear, hosiery, sweaters, jerseys, etc., have purchased the building at the corner of King and Bathurst Streets, Toronto, in which they have been renting space. Their purchase will give them about 50,000 square feet of additional floor space, and this will enable them to transfer their spinning plant, at present located at the corner of Niagara and Bathurst Streets, and consolidate their Toronto operations.

Building New Wing

The Kaufman Rubber Co., Limited, to Spend $100,000 on Plant Enlargement

A large addition to the plant of the Kaufman Rubber Company, Limited, is under erection in Kitchener. The new structure covers about 6,000 square feet of space and will







LINK-BELT

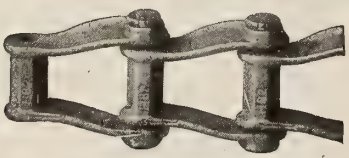
Chains for Every Purpose

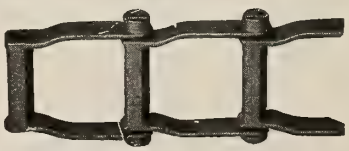
THE wide variety of Link-Belt Chains for Conveyors and Power Transmission purposes should lead you to adopt Link-Belt as your standard chain for these purposes.

You can always identify Link-Belt products. This trade-mark >——< appears on every link. It is your guarantee of superior quality in material, design and workmanship. Look for it—demand it.

For full particulars address

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Wellington and Peter Streets, TORONTO
Stock also carried at 1195 St. James Street, MONTREAL Que.









Keeping the Wheels Turning with DAYLO

A LOOSENED connection on the power switchboard, a blown out main fuse on the lighting board or a worn brush on a motor—all mean production delays.

Even in the darkness of a complete electrical breakdown Daylo enables repairs and adjustments to be made instantly. And its brilliant white light guards against the dangers of fumbling among live connections or bus-bars.

Everywhere in the shop, the storerooms and office—Daylo shortens delays, reduces costs and increases production. It points its all-revealing beam to the quickly needed tool; it locates trouble in machines; it finds the right package on the stock shelves—it answers the hurry call for the "first aid" of light in any dark corner.

Your overhead expense for a five minute shut-down will pay ten times the cost of a Daylo that would have reduced the delay to one minute. And Daylo prevents breakdowns by making machine inspections more thorough.

There's a Daylo to solve your difficulties—one of the many different styles of light that point the way to efficiency. All leading electrical, hardware, drug, sporting goods and auto accessory jobbers and dealers stock Daylo. Or write us,

Canadian National Carbon Co.

Limited

Toronto, Canada

A-1113



be four storeys and basement, being an extension of the present building. It is expected that the extension will be ready for operation by about December 1. It will be utilized in the manufacture of rubber footwear and will provide space for an additional 100 employees. The investment represented is about $100,0000.

To Erect New Plant

Elliott & Whitehall, Machine and Tool Co., Expect to be Operating by September

The Elliott & Whitehall Machine & Tool Co., who have been granted a loan of $25,000 by the city of Galt, to assist in the erection of a new plant, will proceed with construction at once. The plant will be built on a two-acre lot at the corner of Dundas and Beverly streets, and will be fifty feet wide. They will manufacture their standard line of milling cutters and small tools, also metal stamping dies, jigs and fixtures, and expect to be located in their new plant by September, when they will employ about sixty hands.

Enlarging Tannery

C. Parsons & Son, Limited, Toronto, Are Making Addition to Their Plant at Omemee

C. Parsons & Son, Limited, Toronto, have discontinued the manufacture of harness leather at their tannery in Omemee and are remodelling and enlarging the plant in order to undertake the manufacture of sole leather. The addition to the plant has been commenced and they expect to have it completed in July or August. The capacity of the new plant will be from 300 to 400 sides per day.

New Brick Industry

Whitby Brick and Clay Products Co., Limited, Are Putting Up a Modern Plant

The Whitby Brick and Clay Products Co., Limited, successors to Wm. Gilmore, Whitby, Ont., are erecting a thoroughly modern plant. Seven 30-foot round down-draft kilns will be erected with waste-heat drier and up-to-date machinery. The plant will have a capacity of 30M brick per day or an equivalent tonnage of hollow-ware. The machinery has already been purchased and the lumber and other material for construction is now partly on the plant. They have a very fine raw material, and will be able to put a first-class article on the market.

To Make Sidecars

The Canada Sidecar Manufacturing and Welding Co., Limited, Incorporated at Hamilton

The Canada Sidecar Manufacturing & Welding Co., Limited, have recently been incorporated at Hamilton, with capital of $100,000, to take over and operate the Canada Sidecar & Mfg. Co., and the W. Carter Welding Co., and will engage in the manufacture of motorcycle sidecars, vans, accessories, etc.; also conducting a general oxy-acetylene, electric, thermit, welding and manufacturing plant. At present they are using the original plant, but they contemplate building additional premises in the near future, and are in the market for lathes, drills, power hack saws, electric spot welders, etc. Present production is 500 sidecars per annum, but this is to be increased to 1,000 sidecars, in addition to their line of motorcycle delivery vans, accessories, etc. Wm. Carter is president; Wilfred Carter, secretary and treasurer; Wm. Boston, advertising manager, and Arthur Paterson and Wm. H. Fowler, directors.

The Canadian Appraisal Company

Limited

FULL consideration must be given to the present conditions of high costs if adequate insurance is to be provided, an adverse operation of the Co-insurance Clause is to be avoided, and a satisfactory adjustment is to be assured in the event of fire.

Buildings erected only a few years ago may very possibly be worth double their original cost to-day. *This increased value is insurable and must be insured.* A bitter experience awaits the manufacturer who has not considered the necessity and who may have to rebuild after a fire.

To guess at values when insuring is obviously bad business. A leading Insurance Company states: "It is a fact that 85 per cent. of manufacturers do not carry enough fire insurance as compared with their present valuations."

An Appraisal made on the basis of to-day's costs of labour and material is the only sound foundation for correct methods of insurance.

Correspondence Invited

Head Office: 17 St. John Street, Montreal

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Royal Bank Building

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International Film Service

Grinnells would have saved it

NEARLY every big fire had a small beginning. Chicago was burned because an old woman's cow took a notion to kick.

One Grinnell Automatic Sprinkler would have saved Chicago. One Grinnell Sprinkler may some day save your plant from total destruction.

Of course you feel you have already all the fire protection you need but---your insurance rate will tell you the danger of fire is two to five times what other men will tolerate.

Go to your insurance man. Tell him you are thinking of installing a Grinnell Automatic Sprinkler System. Ask him what it will save you in premiums. Then figure out how long it will be before the Grinnell System has paid for itself.

No fire appliance that depends on human agency can possibly compare with the ever-watchful Grinnell silent sentinel.

Day or night, Sunday and holidays, it waits for the first sign of fire. Then, "click." The fire is over almost before it has begun because ***when the fire starts the water starts***---and on even terms water always wins.

Important

Heretofore the underwriters have often required a tank supply for automatic sprinklers in addition to the city mains. Now, however, Grinnell Sprinkler equipments can often be installed without a tank.

Don't theorize. Get the facts. Write to us for full information about ***your*** business.

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Complete Engineering and Construction Service on Automatic Sprinklers.
Industrial Piping, Heating and Power Equipments. Fittings, Pipe, Valves.

GRINNELL AUTOMATIC SPRINKLER SYSTEM---*When the fire starts, the water starts*

Improve Canadian Plants

The Carborundum Company to Extend Capacity at Niagara Falls and Shawinigan Falls

The Carborundum Company, who have been greatly extending their paper and cloth plant at Niagara Falls, N.Y., have plans for enlarging their two Canadian plants at Niagara Falls, Ont., and Shawinigan Falls, P.Q. At the former, additions to the crushing department, and other improvements will be made, which will increase the output of abrasive aloxite, and at the latter the carborundum furnace plant will be extended. At Niagara Falls, N.Y., at least fourteen different departments will be enlarged, an addition 81 x 432 feet having been erected.

Re-open Canadian Plant

The Draper Manufacturing Co., Port Huron, Will Again Operate Their Plant at Petrolia

The Draper Manufacturing Co., Port Huron, announce that they are re-opening and extending their plant at Petrolia which was closed down some time ago. The company manufacture valve facing tools, ball check valves, ball globe valves, balanced brass balls, perfect iron and steel balls, perfect brass balls, etc. Their business will be principally with the railways and paper mills and with other users of brass balls. They expect to be in running order within the next two months and will do export business from the Canadian plant.

Enamelled Wire Plant

Eugene F. Phillips, Electrical Works, Limited, the Pioneers in New Line of Industry

The Eugene F. Phillips Electrical Works, Limited, Montreal, confirm the report that they are installing an enamelling wire plant in connection with their industry. This material is not at present manufactured in Canada, and has to be imported from the United States. They expect to be producing by the end of June, and will have a capacity of from 300,000 to 400,000 lbs. per annum. The plant that is being installed will be capable of turning out enamelled copper wire of any of the regular gauges, both coarse and fine, and the company will be in a position to supply this material either as plain enamel or insulated with cotton or silk, as may be required.

New Furniture Company

Malcolm & Hill, Limited, Formed to Take Over the Business of D. Hibner Furniture Co.

Malcolm & Hill, Limited, is the name of a new company incorporated for the purpose of taking over the business of the D. Hibner Furniture Co., Kitchener. The principals are James Malcolm, of the Andrew Malcolm Furniture Co., Limited, Kincardine, and Edwin A. Hill, president of the Toronto Plate Glass Co. It is the intention of the new company to operate a highly specialized chamber furniture plant at Kitchener, making exclusive designs. A new feature will be the use exclusively of Canadian birch lumber, with mahogany and walnut veneer panels in three colors, viz., mahogany, walnut and enamel.

Malcolm & Hill, Limited, have secured the services of Stanley H. Stirrup, the famous English designer, who has severed his connection with Berkey & Gay and the Luce Furniture Co., Grand Rapids, and who will in future make his home in Canada, designing lines for the Andrew Malcolm Furniture Co., Limited, and Malcolm & Hill, Limited.

The factory will be superintended by Henry Maxwell, formerly with Berkey & Gay, one of the best known furni-

Special Belts for Woodworking Metal and Textile Machinery

Motor Fan Belts



Lace Leather Mechanical Leathers of every Description

Solid Woven Cotton Belting

Manufactured by

McARTHUR BELTINGS, LTD.

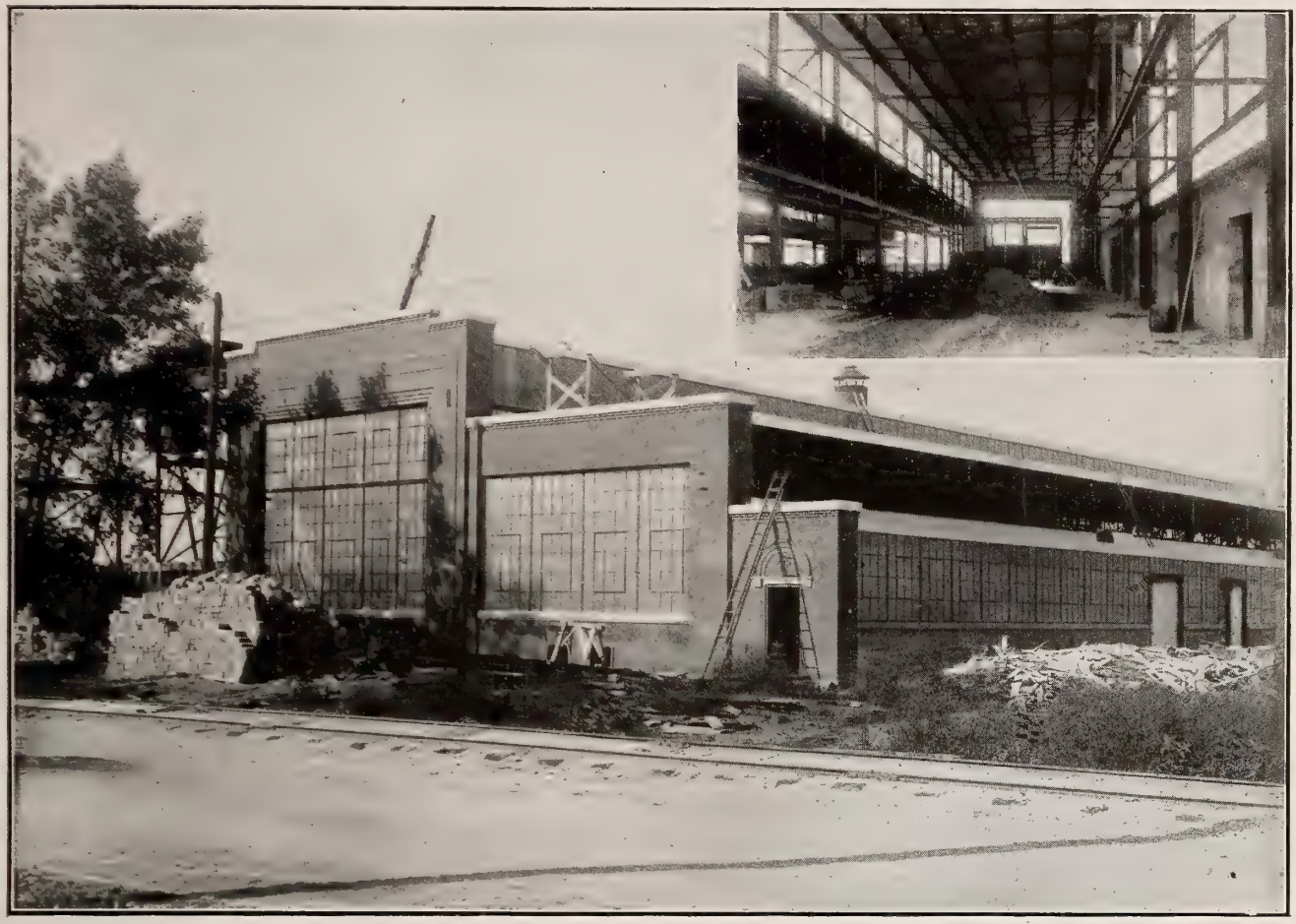
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305 St. James Street

TORONTO, Ont.
Garlock & Walker Mchy. Co.
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Plewes, Ltd.
197 Princess Street



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H. M. Lane Co.,
Architects

Wells & Gray Ltd.,
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Plant recently completed for Holmes Foundry Co. We have the organization and equipment to carry on Industrial buildings of all kinds in the quickest possible time.

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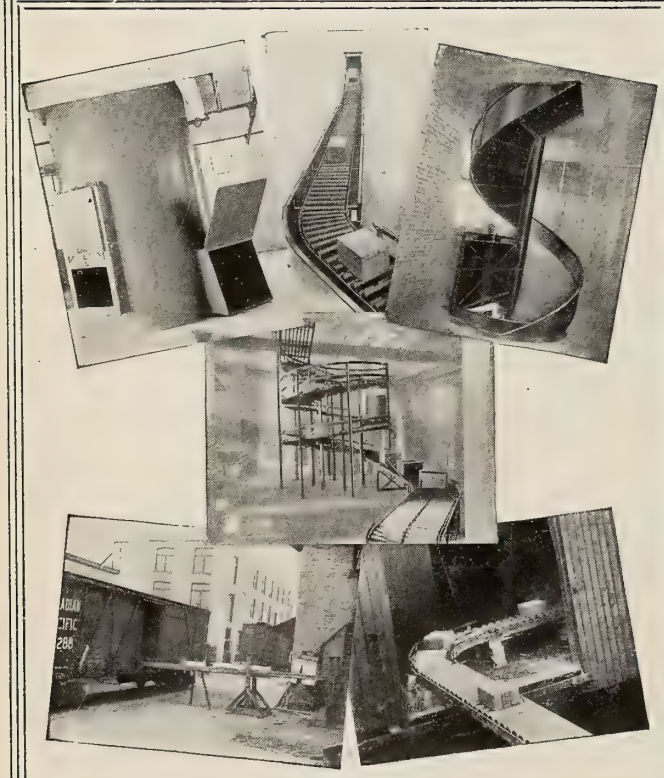
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For Full Information Write for Catalog 1

Canadian Mathews Gravity Carrier Co., Ltd.
PORT HOPE, ONT.

ture superintendents on the continent. The finishing department will be in charge of Fred Hanson, formerly with the Grand Rapids Chair Co. The president of the company is E. A. Hill, the vice-president and managing director, James Malcolm, and the secretary-treasurer, J. H. Kennedy, who was formerly in the banking business, but more recently with the Knight Metal Products Co. of Toronto and Detroit. The capital is $500,000, fully paid up.

Enlarging Their Plants

Beatty Bros., Limited, Fergus, Increase Capital and Add to Their Capacity

Beatty Bros., Limited, Fergus, who are manufacturers of barn and stable equipment, pumps, churns, washers, ladders, etc., have recently increased their capital from $750,000 to $2,000,000, in order to provide additional capital to take care of increased business. Not only has home trade been largely increased since the end of the war, but they have been doing considerable foreign trade as well. They are selling a certain amount of new stock, and will invest this year about $150,000 in additions to buildings, plant and machinery. They are adding some 70,000 square feet of floor space to the Fergus plants, and making certain changes and improvements to the London factories.

Bakery for Ottawa

Standard Bread Company Purpose to Erect Modern Plant in Heart of City

The Standard Bread Company, Ottawa, have purchased a large site of 60,000 square feet in the heart of the city, and purpose erecting one of the most modern and efficient plants in the Dominion. Its estimated cost is $200,000, and it will include a Joseph Baker gas-fired travelling oven, the latest wonder in the baking industry. The Standard Bread Co. have only been in business five years. The owners are G. Cecil Morrison and Richard Lamothe, both young men under thirty years of age. The company have enjoyed phenomenal success, due mainly to the determination of the owners to put out a high-class loaf of bread and give good service. Providing labor conditions are satisfactory, ground for the new plant will be broken about July 1st, and the plant will be completed early in 1921.

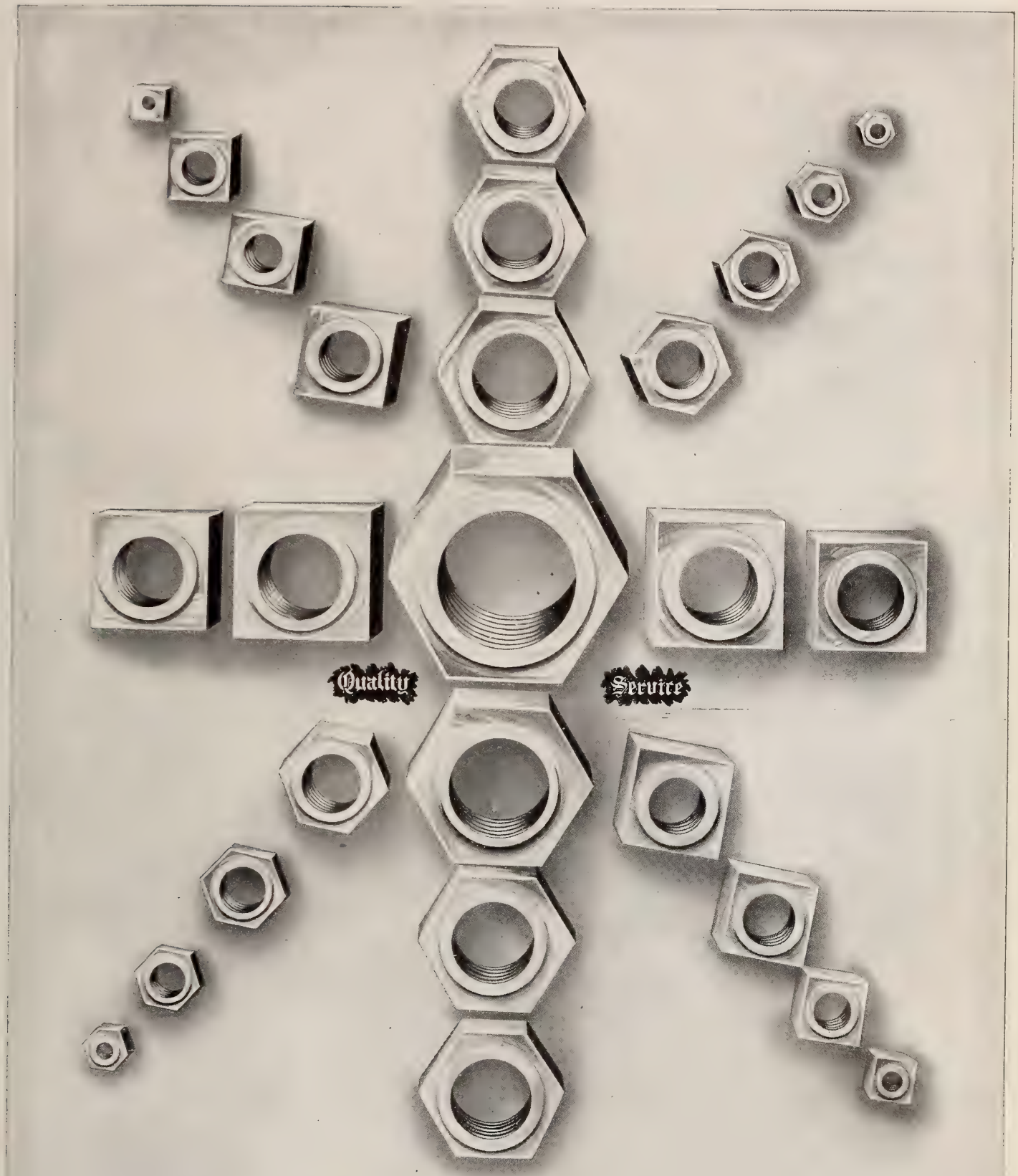
Locate at Peterboro

The Raybestos Company, Bridgeport, Conn., Are Establishing a Canadian Plant

The Raybestos Co., Bridgeport, Conn., who make brake linings, clutch facings, automobile brakes and specialties for Ford cars have purchased the factory in Peterboro, formerly occupied by the Lundy Shovel & Tool Co., and will make use of it for the manufacture in Canada of their standard Raybestos products. The factory has a floor space of 20,000 square feet, single storey, and has service by both G.T.R. and C.P.R.

At the present time there is no manufacturer of asbestos brake lining in Canada, although 80 per cent. of the world's supply of asbestos is mined in the Dominion. As business develops, with the increasing manufacture and use of cars in Canada, the company will construct new buildings. There have been delays in getting machinery and parts, but they hope to get started by the middle of summer.

The company are originators of asbestos friction lining for automobile brakes and clutch discs, their lining being distinguished by a silver edge and trade-mark "Raybestos" stamped in silver on every foot. It is a nationally advertised product and is distributed in all parts of the world where



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Monarch Metal Co.
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WALKERVILLE, ONT.
Toronto Office : Excelsior Life Building

any automobiles, trucks or tractors are in use. Up to the present time the product has been distributed in Canada through the medium of automobile accessory jobbers, but this business has been more or less limited, due to the tariff and rate of exchange.

It is the intention of the Amerlin Company to build a large addition to their present factory building at Petrolia, but details as to size, etc., have not yet been worked out.

The Canadian Fairbanks-Morse Company, Limited, are erecting a building on Pitt Street East, Windsor, which will be used for sales office and warehouse. The building will be two storeys, 50 x 90, with iron warehouse to the rear.

The National Shipbuilding Co., Limited, Goderich, intend installing a mill for the refining of fibre and seed from the flax crops in the vicinity. Details of the project are not yet available.

The Brompton Pulp & Paper Company, Limited, will start at once on the construction of a new groundwood pulp mill at East Angus, Que., which they expect will produce about 20,000 tons per annum.

The Canada Wire & Cable Co., Limited, whose factories are at Leaside, decided some time ago to establish an enameled copper wire department in connection with their industry and expect to have the same in operation by June.

The new factory addition of the Guelph Worsted Spinning Mills, Guelph, was formally opened on the evening of April 13, when a banquet and dance, attended by over 400 people, was given by the management.

The Saskatchewan Co-operative Elevator Co. have purchased twenty acres of land immediately south of the Forsythe Elevator at Portage la Prairie with a view to erecting a large elevator and flour mill on the property. The construction plans call for reinforced concrete elevator of thirty-six tanks. It is expected work will be commenced this season.

Fulton Motors Corporation, New York City, are arranging for the manufacture of the 1½-ton Fulton truck in Canada, but, according to information received from Garvin Denby, president and general manager, do not contemplate the building of a plant. The manufacture and distribution of the car will be undertaken by the Denby Motor Truck Co. of Canada, Chatham.

Sydney Basic Slag

The Cross Fertilizer Company, Limited, Sydney, N.S., issue a folder giving reasons why their product should be bought in preference to acid phosphate. Apart from the results of experiments, which are attested by a number of government officials and departments, an economic argument is advanced. It is contended that the bulk of acid phosphate used in Canada is imported from the United States, or, when manufactured in Canada, is made from imported rock phosphate. By buying the all-Canadian product the purchaser is helping to restore the value of the Canadian dollar.

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Character preaches the Gospel of Christianity amongst men. It possesses a dynamic power to influence humanity. It denotes strength, integrity and the desire to serve others.

An organization of character is not a vision. It is immensely practical. Each member, skilled or unskilled, feels its uplifting influence. Their policies and actions are guided into safe and sure channels—channels of service, the practice of good will and the satisfaction of all reasonable requests.

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WINNIPEG VANCOUVER ST. JOHN, N.B.
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New Pension Plan

Northern Electric Co., Limited, Introduce Generous Scheme of Pensions and Benefits

The latest company to introduce a pension and benefit scheme is the Northern Electric Co., Limited, Montreal. This company have established a fund for the purpose, the whole cost of operating the scheme being borne by the company. A committee consisting of the general superintendent, secretary, general sales manager, chief engineer and chief accountant has been appointed to administer the fund and to decide all questions relating to the plan.

The plan embraces pensions for retired or disabled employees, accident disability benefits, sickness disability benefits and death benefits and the whole has been worked out on a generous scale. Ample provision has been made for those employees who left the employ of the company for military service, as is shown in the following paragraph taken from the plan:—

"Military Service, 1914-1919: All former employees who left the employ of the company for military service, and who returned to our employ previous to January 1st, 1920, shall receive credit for the total period of their military service when calculating their 'term of employment.'"

Good Power Possibilities

Massey Board of Trade Anxious to see Neighboring Rivers Developed

The association is in receipt of a communication from the secretary of the Board of Trade of Massey, Ont., directing the attention of manufacturers to power prospects in the neighborhood of that town. Massey is situated at the junction of the Spanish and Sauble Rivers, on the C.P.R. Soo Line, about fifty-eight miles west of Sudbury. The Sauble River forms the east boundary of the town, and while it is classed as a small river, is capable of providing considerable electric power when developed. The water powers are located at from one-half to sixteen miles from Massey, the natural fall of the river being such that many units could be developed in the distance named without excessive cost. There are other powers at a greater distance up the river and a large reserve of water could be maintained. A gravel auto-truck road extends for twenty miles up the river, built and in use by the lumbermen. The Spanish River is capable of navigation from Massey to the Georgian Bay by vessels of seven or eight feet draft, which could be increased to ten or twelve feet by dredging the sand bar at the mouth of the river.

Grain Growers Sell Bonds

United Grain Growers Dispose of Large Issue to the Sun Life Assurance Co.

The Montreal *Journal of Commerce*, in its issue of April 6, prints the following item regarding a sale of bonds by the United Grain Growers to the Sun Life Assurance Company of Canada:

"A financial transaction of national importance, but of especial interest to the farmers and grain growers of the West, has just been completed between the United Grain Growers and the Sun Life Assurance Co. of Canada, according to an announcement obtained by this newspaper from Mr. E. A. Macnutt, treasurer of the Sun Life.

"The remarkable growth of the vast amount of good accomplished by the United Grain Growers in their measure of co-operation in the marketing of grain, etc., for the farming community of Western Canada are well known.

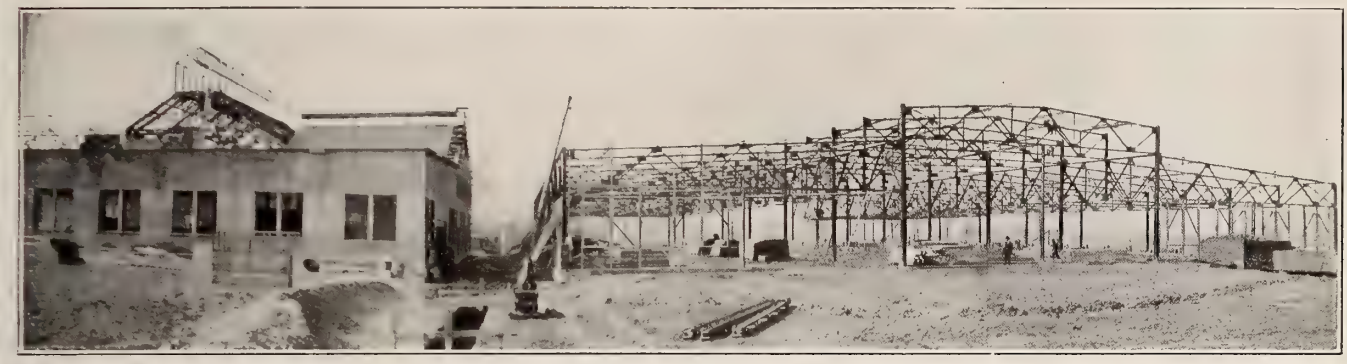
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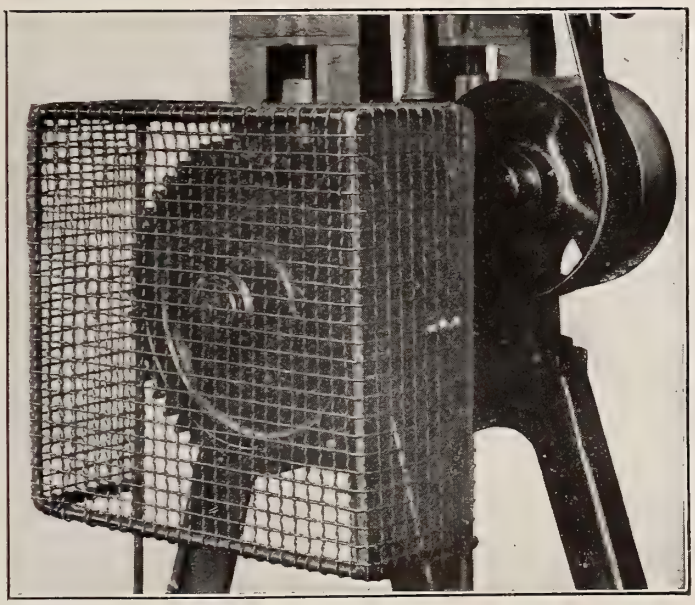
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Wire Window Guards

Wire Screening

Wire Cloth

Wire Work of all kinds

C. H. JOHNSON & SONS, LIMITED

Wire Works: St. Henry, Montreal

The board of directors of the United Growers intend to branch out on a still larger scale and has just authorized an issue of two million dollars of six per cent. first mortgage twenty year gold bonds.

"Three-quarters of a million of this issue has just been purchased by the Sun Life of Canada, and the remainder of the issue, when needed by the Grain Growers, will be offered to the Sun Life.

"This is an instance of a Canadian Life Company which draws its resources in the way of premiums from the public, directly assisting a co-operative enterprise of a very important section of the people.

"The bonds are secured on the elevators and real estate of the Grain Growers spread over the provinces of Alberta, Saskatchewan and Manitoba, and the company is composed of more than 30,000 shareholders who reside in these western provinces and are farmers and grain growers.

"The head office of the Grain Growers is in Winnipeg and the officers are: President, Hon. T. A. Crerar; first vice-president, C. Rice Jones; second vice-president, J. Kennedy; secretary, J. A. Hand; treasurer, F. N. Black."

Engineers Visit Plant

Ontario Section, A.S.M.E., Guests of Canadian Fairbanks-Morse Company, Limited, Toronto

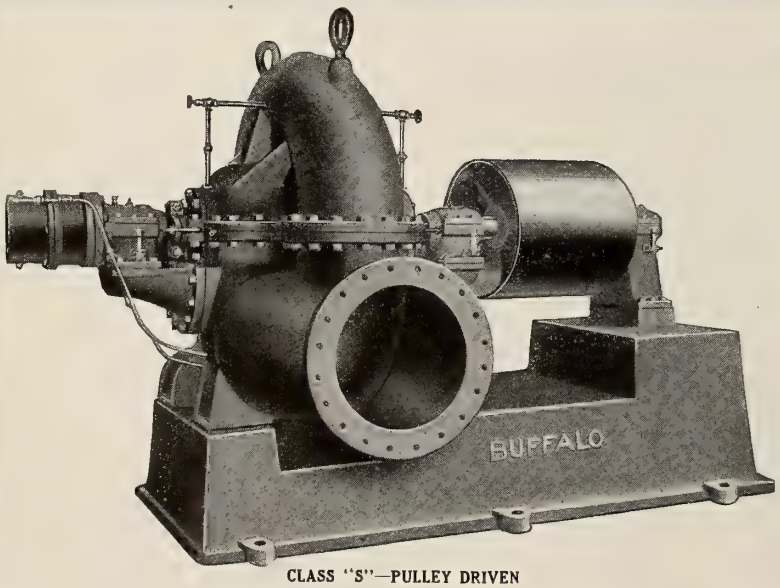
The Ontario Section of the American Society of Mechanical Engineers held one of the best meetings of the season on Thursday, April 8th, when they were the guests of the Canadian Fairbanks-Morse Company, Limited, at their Bloor Street West plant, Toronto. The programme began at 4 o'clock with a trip through the manufacturing department of the Fairbanks plant. At 6 o'clock the company entertained the entire party at dinner in the new club room on the top floor of the main building. These club rooms with the cafeteria on the floor below are a part of the general welfare scheme of the company, and are just now open. At 8 o'clock the meeting was called to order to listen to a paper by Mr. B. P. Graves, designer of milling machines for the Brown & Sharpe Manufacturing Company, Providence, R.I. His subject was "Milling Machine Design," and he spoke of this subject with the authority and naturalness of one who has grown up with it. The lecture was illustrated with lantern slides, and was followed by a very interesting discussion which became at times quite of a detail nature. In the absence of Professor Angus, the chairman, Mr. Watkins, of the Fairbanks Company, was both presiding officer and host.

Monarch Knitting

Company Maintains Its Net Profits and Builds Up a Substantial Reserve

The Monarch Knitting Company, Limited, in the thirteen-month period ended December 31, 1919, earned net profits of $386,686, as compared with net profits of $351,654 in the preceding twelve months. After the payment of $133,375 in dividends, $253,311 was added to the balance at credit of profit and loss, bringing this up to $925,217. Assets show an increase from $3,371,313 to $3,469.405.

The report states that the popular demand for the company's goods continues. An addition to the hosiery plant at St. Catharines is being built. Nearly 1,500 employees are engaged in turning out the various lines of "Monarch Knit" products. A dividend of 4 per cent. and bonus of 2 per cent. was paid on the common stock. It is hoped that with the continuation of good business conditions and reasonable tariff regulations, this dividend will be maintained.



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The ideal unit for Condenser Service—both for handling circulating water and condensate. Also especially adopted for General Water Supply. Booster Service and Spray Systems.

They maintain high efficiency over a wide range of capacities and will not overload your driving unit. Built in sizes from 1″ to 48″.

Write for Bulletin 270-14

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Manufacturers, PREVENT Big Fires by "nipping them in the bud," with

IMPERIAL FIRE EXTINGUISHERS

(Every "IMPERIAL" bears the Underwriters' label)

If your factory burns, how will you fill orders during the long period of rebuilding? How will you hold your customers? How will you hold your employees? Your ***Insurance*** won't do all this!

Every Insurance Company makes an allowance on the premium rate for the installation of APPROVED Extinguishers.

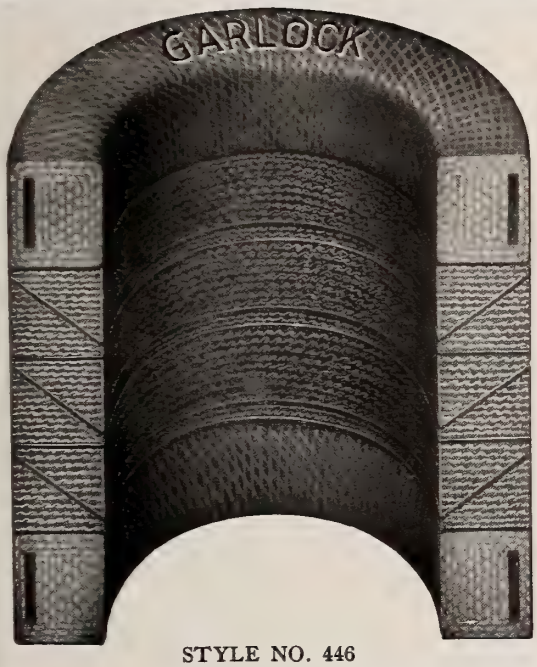
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High Pressure Steam Rods
Use Garlock Style Number 200

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Use Garlock Style Number 950

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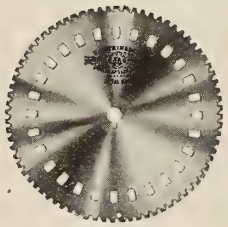
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Canadian Branch VANCOUVER, B.C.

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More Light in Your Factory—

The brighter the factory the greater the production. To make the most of the present light is more practical than renovating the buildings.

RAMSAY'S
Mill and Factory White

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A. RAMSAY & SON COMPANY

Makers of Paint and Varnish since 1842

Toronto MONTREAL Vancouver

3

The Closing Down of a Great Factory

(From the "London Standard")

THE employees of Brinsmeads, the famous pianoforte factory, which, it appears, is to close down through growing expenses and dwindling output, state that they are "completely taken by surprise," though apparently there has been a good deal of conference between masters and men on the way things have been going—or, rather, not going. In view of this disadvantage, no definite statement is made from the men's side, but it is declared they they "have nothing to fear from full inquiry."

The main point about any inquest, however, is the body. The coroner may be pleasant to everybody concerned, the jury may be highly sympathetic, the police constable may be congratulated on the way he gave his evidence; but, after all, the corpse remains a corpse, and will pay no further dividends as a going concern. Brinsmeads' workmen may be able to lay their hands on their hearts and say they did everything to avoid trouble. But the cold fact remains that the directors have found that, despite exaggerated prices charged to the public, they are unable to produce at a profit. It took six employees just before the war to turn out a piano a week; it now takes 26; in America, one of the directors states, the same output is attained with only two men.

Trade Going Out of Business.

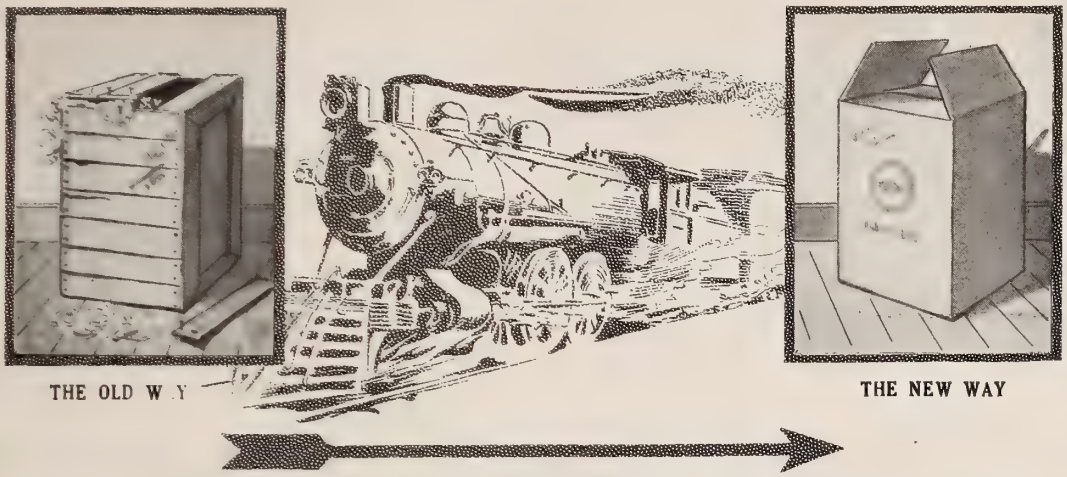
It seems that "baby grands," which before the war were sold to the public for £84, are now being sold (at a loss) for £220; the cost of polishing alone is about equal to the pre-war prime cost of the completed materials. In such circumstances it is not wonderful to learn that a formerly large overseas trade is "diverted to other countries where production is cheaper and more certain." Yet, say the men, the firm paid no more than any other piano manufacturers; they got the trade union wage and no more. The inference seems to be simple, though not quite what the trade unions would have the public make. It is that the British piano trade generally is likely to go out of business.

Now, Brinsmeads' is a pocket edition of what is going on everywhere. Increased wages would not matter if they were accompanied by an equivalent in increased efficiency. But the tendency everywhere is towards increased wages, reduced hours, and reduced energy during those hours. With this triple leakage, production sags, prices to the public are forced to an extravagant level, and finally even at that level profitable business is impossible.

We simply cannot go on that way. The greater part of the goods produced in this country, apart from a few staple trades, are articles of luxury, and there is a limit to what the country (and the world in its present state) will pay for non-essentials. For some time longer, no doubt, labor will be able to compel in certain great industries, such as those which provide us with coal, clothing and other vital wants, wages in excess of the economic level. But this can only be done at the expense of other trades, and as the working expenses of those trades go beyond reason we may expect many stoppages like that of Brinsmeads'.

The moral for labor is surely obvious enough. Brinsmeads can shut down and get out without ruin. Brinsmeads men cannot shut down without ruin. For the moment they may get good employment elsewhere. But what has happened with Brinsmeads is bound to happen on a large scale unless

H. & D. Corrugated and Solid Fibre Board



CONTAINERS will save on your transportation charges, save your floor space, cut down packing expenses, and give you positive protection against loss from damage and pilfering. Write for prices and samples.

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IN FACTORY AND OFFICE
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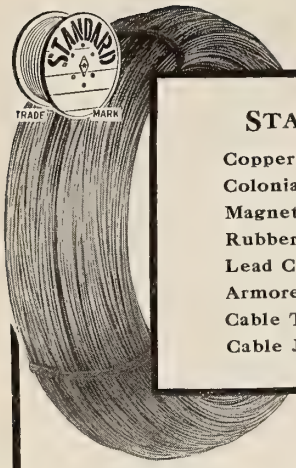
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OVER 38 years of specialized experience in the manufacture and installation of electric wires and cables is the guarantee back of STANDARD Products.

We have unexcelled manufacturing and shipping facilities for meeting your requirements of these products promptly.

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Standard Underground Cable Co. of Canada, Limited

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FOUNDRIES & FORGINGS, LIMITED
BROCKVILLE, CANADA

"Spend your dollar in Canada—and see it again"

SMALL GREY IRON CASTINGS

BY SPECIAL PROCESS

Giving a Smooth, High-grade Casting for Enameling and Nickel Plating

Rubber Manufacturer's Equipment, Cast and Machined

CANADIAN-RUMELY CO., Limited
48 Abell Street - Toronto, Ont.

things alter, and sooner or later labor will discover to its cost the grim truth embedded in the old fable of the goose that laid eggs of gold.

Manager's Statement

Mr. Henry Billinghurst, managing director of John Brinsmead & Sons, and a grandson of the firm, issued the following statement:

"Yesterday I had one of the hardest tasks of my life. I had to write and cable to my agents throughout the world cancelling valuable contracts because the firm of John Brinsmead & Sons is no longer able to carry them out. The firm has been compelled to give up the making of pianos, a business in which it has specialized for nearly a century.

"The task was a heart-breaking one. Before the war, when we in the firm represented a big, happy family, the possibility of such an event as this would have been laughed to scorn. And even now, when all my employees are under notice, the thing seems strange and unreal. I find myself wondering why, in the twentieth century, when we are supposed to be so enlightened, a world-renowned business should have to be destroyed.

"Yet, there are the facts. We have to give up piano-making at a time when there is an unprecedented demand for our instruments.

"I do not exaggerate when I say that such an event as this is of national importance. It means that industrial methods have been pursued to such extraordinary lengths that both master and men are driven out of the field.

"My honest opinion is that unless conditions change many other firms will be compelled to close down just as we have done. Against such an evil as under-production the business man of to-day is helpless. It inevitably forces men into unemployment and the master into giving up business.

"We have had to decide to close down at a moment when we are overwhelmed with orders. The firm has enough work in hand to keep its big works employed at full speed for two years. It is four and a half years since I had a traveller out. Orders are simply tumbling in without any solicitation. Everybody seems to want one of our pianos.

Will Not Produce Fast Enough

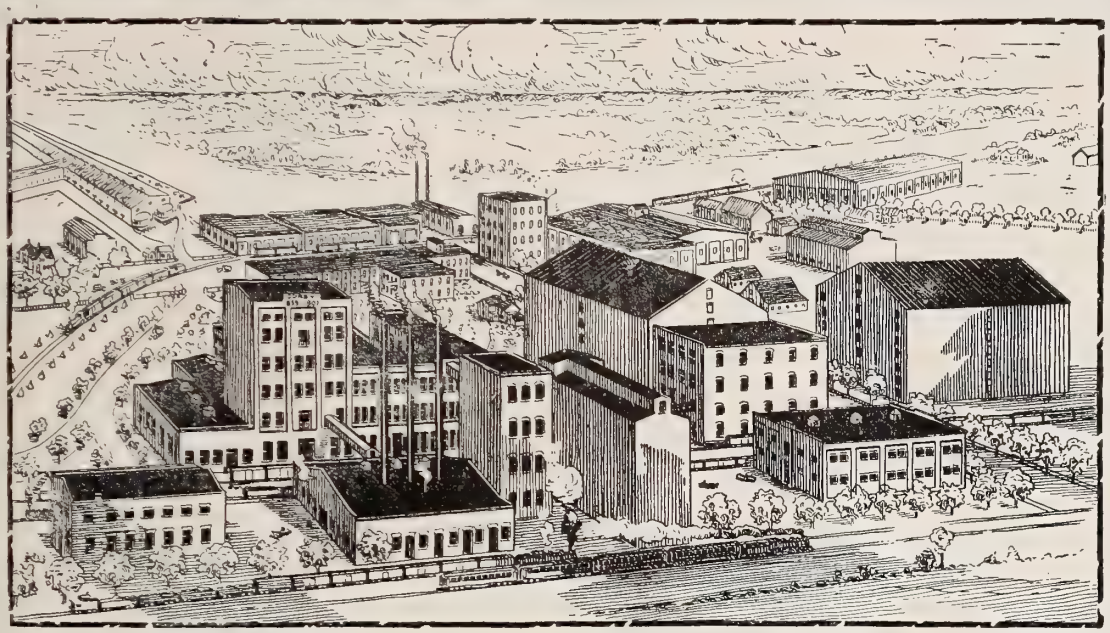
"And at such a prosperous time as this we are compelled to close down, just because the workers will not make pianos at a rate fast enough to enable us to sell at a profit. The output per man is so small in comparison with what it used to be that we lose money on every instrument we turn out.

"If the workers would only increase their output the whole trouble would be solved. Under-production to-day is the curse of industry, and under-production is practised because trade unionists have always had before them the fear of unemployment. To-day, however, there is no danger whatever of unemployment. We are inundated with orders, and there is ample work for a long time to come.

"The present methods of workers are killing the goose that lays the wonderful golden eggs, and what is true of the piano trade is just as true of other businesses. If output were increased there would be no further need to worry about the value of the British pound in America; that problem would right itself at once.

"The whole world is crying for British manufactured stuff, and the workers are denying that demand by producing less per man than ever. We should be exporting as hard as we can, but instead the whole system seems to be to kill exports and to force the home buyer into paying exorbitant prices.

"Why is America to-day the richest country in the world? Because during the war she exported, exported all the time.



Ethyl Alcohol 65 O. P.

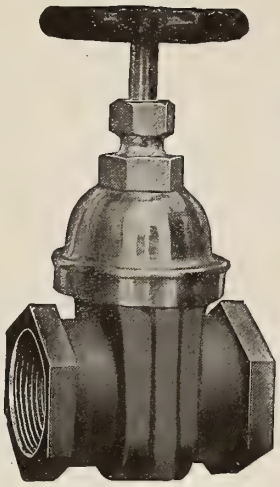
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Canadian Industrial Alcohol Company

Limited

Montreal, P. Q.

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She is the great creditor nation. If England were to do the same she would right her position at once and become a great creditor nation. That is the bottom of everything.

"Instead of doing so, however, the workers are restricting their output, and the consequences are all too evident. I have no objection at all to high wages, but the only thing that makes them possible is adequate output on the part of the recipients. Without that output, the wages cannot be paid, except by means of a price for the manufactured article that prohibits us from competing in the open market.

"How is it that America has done so well in what was once our overseas market? For two years she was out of the war while we were sending our best men to fight or to manufacture munitions. That gave her a great opportunity, but other factors count now. The Americans receive high wages, but in return they produce the utmost possible work.

"As a result the output in many American factories is one piano for every two men. Our experience is one piano for every 26 men. How can we compete on such terms?

"We have to meet Japan, too, with its cheap products that are the result of low wages, and Holland, which has become particularly enterprising.

"The competition of Germany must not be overlooked. Germany is manufacturing pianos as fast as she can. She has made up her mind to re-establish this wonderful industry of hers. So far the competition is not keen, but there is not the slightest question that it will come. In this connection the low value of the mark outside Germany will operate very seriously against us.

"Increased production is our only remedy for existing troubles, and if the workers do not realize it we shall go from bad to worse. In return for it the employer will not cavil at high wages, for he will then be able to pay them without losing.

"I am not against trade unionism, for I know how much good it can do. What I regard as a very real danger, however, is trade unionism badly applied, as it certainly has been in the works of John Brinsmead & Sons.

"I think that the circumstances which have compelled us to close down constitute a great warning to the workers of the country.

"It does not mean that the firm is approaching liquidation. There is no question of that. We still have our assets, but we have decided to keep them instead of frittering them away in piano making. We are leaving that now, and we shall never return to it under the unprofitable conditions that exist to-day. Our efforts will be in other directions.

"We have to sacrifice a great business that is world known, but there is no alternative. Decreased output has killed it."

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Mid-West Packing Co., Limited, Take Over Brewery Building in Moose Jaw

The premises in Moose Jaw, Sask., formerly occupied by the Moose Jaw Brewery have been taken over by the Mid-West Packing Co., Limited, a new company organized by L. B. Edmondson, formerly manager of Gordon, Ironside & Fares Co.; Robert Cruickshank and W. F. MacBean. The company have an authorized capital of $175,000. The plant will be opened as soon as the necessary alterations can be made.

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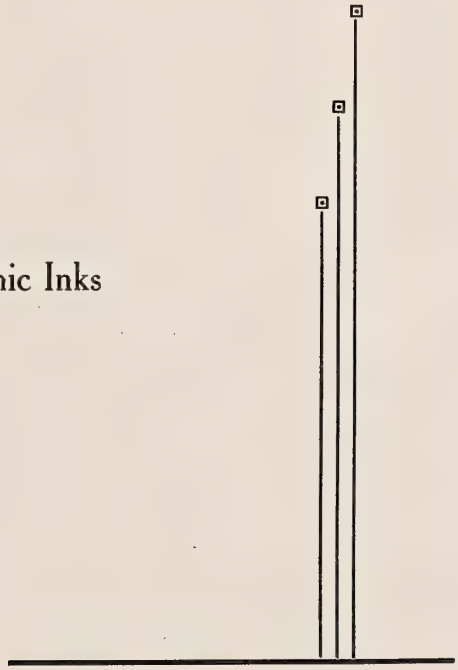


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A Maritime Chair Plant*

Description of the Industry at Bass River, N.S., which, Despite Handicaps of Distance from the Railways, is Successful

By GLADYS M. LEWIS
Dalhousie University, Halifax, N.S.

The only chair-manufacturing plant in the Maritime Provinces is situated in the little village of Bass River, Colchester County, Nova Scotia. Bass River is a very pretty place, flanked on one side by the Cobequid Bay, and on the other by the Cobequid Mountains, with their beautiful forests and their lakes teeming with trout; while winding through the middle of the village is the little river to which it owes its name. The fact that Londonderry, the nearest railway station, is fourteen miles distant makes the truckage problem a serious one, especially in winter, but the business has been worked up until it is quite a paying one.

The Dominion Chair Company, as it is called, started operations in 1860. At first they manufactured other furniture as well, but of late years they have specialized in chairs only. Four times the factory has been rebuilt and enlarged each time, until now the company employs about seventy-five men (not including the men who work in the woods), and the factory is fairly well equipped with modern machinery. Of course it cannot be compared in size and machinery with the large chair factories in Ontario, but considering the distance which the chairs have to be trucked before they can be put on the cars, and the foreign markets to which they are shipped, the Dominion Chair plant is quite remarkable.

The stock used is hardwood lumber, birch, beech and maple, secured from the mountain forests. The curly or bird's-eye maple is very pretty, but on account of its tendency to have an unsound or dark-colored core, it is not as good lumber as birch, which is good, clean wood throughout. Moreover it (birch) is very tough in texture and capable of bearing shocks. Beech, although not remarkable for either strength or durability, is considered more practical for turned stock such as rungs, posts, etc., as it works better in green condition. When beech cannot be obtained in sufficient quantities, maple or birch is used. Hardwood grows on drier and higher ground than spruce or fir, and when the land contains about seventy-five or eighty trees per acre, it is considered well wooded. The Dominion Chair Company get most of their lumber from their own land. They do not cut trees that measure less than twelve inches in diameter at the base. Smaller logs can be utilized in the factory, but it would be a mistake to cut their own timber too closely.

Before the war, Dominion chairs were in every continent, but the principal foreign markets were the West Indies, South Africa, Australia, South America and Ireland. The embargoes imposed during the war changed matters, and at present the chairs go mostly to Newfoundland, the West Indies and Canadian markets. The number of chairs manufactured in this factory per year runs from eighty thousand to one hundred thousand.

There are numerous different styles of chairs manufactured in this factory, and some are treated differently, but all go through the same general process. Besides the plain wooden chairs, they make chairs with cane seats, leather

* This article forms part of the INDUSTRIAL CANADA Prize Essay written by Miss Lewis. The portion dealing with the process of manufacture has been omitted.

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seats and veneer or perforated seats. The material for these is imported from the New England States. The veneer seats are made in Canada, but the Company found they could import them to better advantage. At one time they used a considerable number of these, but have not found them satisfactory these last few years. They are made of three thicknesses, and the air gets in through the perforations, causing them to crack and go to pieces. The cane used to be imported in large bundles. The framework for the seat was made in the factory, in four pieces, and put together with wooden pins, since this way was found more solid than with glue. Then they were sent out for the people around the country to weave the cane into them. In late years, however, as country people have become more prosperous, it is impossible to get enough workers to supply the demand, so they buy the cane already woven in webs the right width and from one hundred to two hundred yards in length. This is put in in the factory. The seats made in this way are, as one would expect, not nearly as good as those in which the cane is woven by hand.

Until this last summer, the chairs were trucked all the way to Londonderry station, about fourteen miles, with horses, two teams making a trip each per day. This was very laborious work, especially in the spring and fall, when the roads are very bad. This summer, however, they have been using an auto truck, which easily makes three trips a day. Of course this truck can be used only during six or seven months of the year, when the roads are good. The rest of the year they will have to go back to the horses. They are the only solution of the problem until the Government carries out its promise (first made about twenty years ago and renewed before every election time since) of building a railroad along the shore from Truro to Parrsboro'.

Whether this promise will ever be fulfilled or not remains to be seen, but it certainly would be a great thing for the Dominion Chair Company if it should be. They would be better able to meet competition, as they could put their chairs on the market much cheaper than they can at present.

Honor for Amherst

Piano Manufactured in Nova Scotia Town Becomes a Royal Present in England

Canadian industry in general and the Amherst Pianos, Limited, Amherst, N.S., in particular, have been honored by the selection on the part of Queen Alexandra, of an Amherst piano as a birthday gift to the Princess Royal. The Princess Royal and party personally visited the piano warerooms in London recently opened by the company and made her own selection. The piano is now in her private reception room, where she receives her personal friends. She has christened the particular style of piano she selected the "Princess Royal" and has authorized the company to use her name in recommending the piano, creating them manufacturers "By Royal Appointment."

To mark the achievement, the Board of Trade of Amherst recently tendered a tribute to the management and craftsmen of Amherst Pianos, Limited, this taking the form of a public meeting at which a congratulatory address and presentation was made to the workmen. The address emphasized the way in which Amherst products were attaining a world-wide distribution and reputation and complimented the men on the skill, ambition and patriotism that they had evinced in their work. Each employee was given a neatly-engraved card and a five-dollar gold piece.

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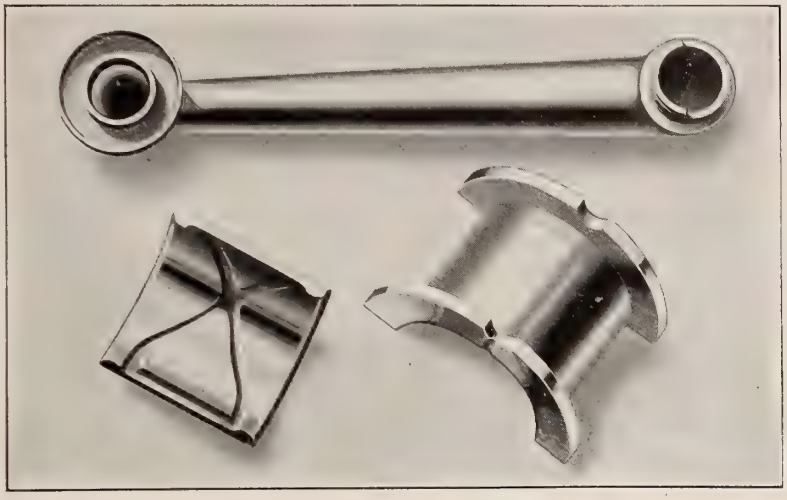
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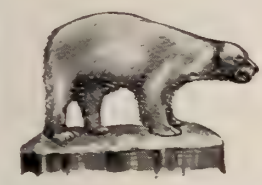


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What the War Trade Board Accomplished*

By J. H. WILKIE
Secretary of the Board

NOW that the time has come for the dissolution of the War Trade Board of Canada, the winding-up of its affairs discloses the fact that in supervising, controlling and aiding Canadian industrial effort from the time of its appointment in February, 1918, the Board was able to do service of international importance and magnitude at a profit to the country. The Dominion Government advanced $150,000 to the Board to enable it to carry on, but its balance sheet shows the expenditures for all purposes to have been little more than $144,000, and its receipts to be more than $260,000. Already the Board has paid back to the Dominion Government $220,000, and the remaining $40,000 will go back soon.

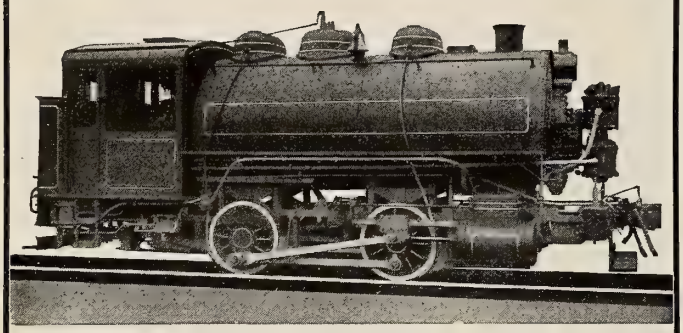
The Canadian War Trade Board was born of a crisis. Until the United States entered the war Canada had been able to obtain raw materials and half-finished products necessary in the munitions industry without difficulty from her southern neighbor. Afterwards the situation changed by reason of the fact that the United States immediately began to conserve every raw material and product which could be used in the war. To present her case effectively, Canada had to organize on national lines. The two countries were interdependent, American industries needing nickel matte, asbestos, pulp and power from Canada, and Canadian, requiring pig-iron, iron ore, steel sheets, coal, cotton, etc., from the United States. By both countries appointing a War Trade Board composed of outstanding business men in both countries, and by means of a Canadian War Mission established in Washington, the two countries were able to present one industrial front to the enemy and still preserve the national interests intact.

Drastic elimination of non-essentials had to be the first order of the day, so that the railroads of the continent and the shipping of the world would be able to devote all their power and space to carrying necessaries and to keeping the Allied war effort up to one hundred per cent. The Canadian Board had to see that no company imported any material when stocks in Canada could be utilized for its needs. This was not only to fulfil its obligations to the United States War Trade Board, but to keep down imports to the lowest possible figure so that Canada's trade balance with respect to the United States should be as little adverse as possible. For the same reason a number of imports were placed on the restricted list.

Every day from all over Canada there came anxious men and constant streams of letters and telegrams informing the Board as to stocks of raw materials on hand, and explaining the needs. The War Trade Board's duty was to see that the materials were forthcoming, if possible, and to take whatever measures were necessary to secure essential raw materials, whether from Canada or the United States or elsewhere. In following out its duties it had to purchase and distribute tin plate in Canada; it had to negotiate for the re-opening of dormant blast furnaces and the construction of new under-

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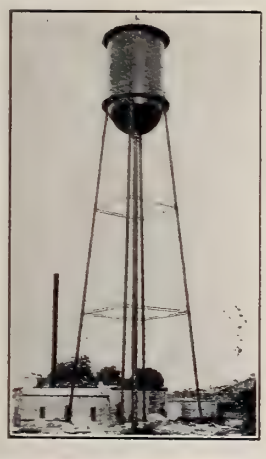
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takings for the production of pig-iron in Canada as well as getting the huge supplies required from the United States. It had to control the sale, purchase and use of platinum. It had to finance the purchase and allotment through the Wool Commission of 46,208 bales of Australian wool weighing 15,573,542 pounds and valued at ten and a half million dollars as well as five and a half million dollars worth of tops and noils from the United Kingdom. It was given power to pay bounties on the production of linen yarns in Canada. It was given control of production and distribution of iron and steel and their products in Canada, and it was empowered to take over and carry on the management of chrome ore producing properties for a period of five years. Besides this, the Board had to be a clearing-house for industrial information to manufacturers, and it had to carry on its duties by means of constant communication with the various industries, either individually or through such bodies as the Imperial Munitions Board, the Canadian Wool Commission, the War Purchasing Commission, the Canadian Tanners' Council, the Canadian Pulp and Paper Association, and the Canadian Wool Growers' Association. But for the existence of such a body, there were many raw materials and products which Canadians could not have secured at all as the British, United States and Australian Governments would not have permitted their shipment but for assurances as to the use to which they would be put or of a substantial cash advance. The shortage of shipping made it necessary in some cases to secure a vessel to go to South America or some other country to get materials urgently needed in Canada, and only a Government body could have induced the Admiralty to permit it.

The securing of steel plates for Canadian shipbuilding industries was one of the Board's most arduous and continuous tasks. Profiteering in steel plate and boiler tube stocks was sternly checked in the cases where complaints were well founded. Canadian steel companies were induced to make all the car plates necessary for the Government's car programme. The pyrites exports were increased to meet the needs of the sulphuric acid makers in the United States. Nitro-glycerine was conserved by restricting the content in commercial explosives. The commandeering powers of the Board were not often exercised, the possession of the powers being amply sufficient to obtain the ends for which it was created without going to the limit of its authority. Most of the money made by the Board was in connection with its wool purchases. The money obtained for the tops and noils from the United Kingdom it sent to the British Treasury.

At the time of its appointment, the War Trade Board consisted of the chairman, Sir George E. Foster, Minister of Trade and Commerce—though he was replaced during a long vacation and when absent in Europe by the Hon. A. K. Maclean, the vice-chairman—Mr. F. P. Jones, and the following members. Mr. C. B. McNaught, Toronto; Mr. J. W. McConnell, Montreal; Mr. J. H. Gundy and Mr. Joseph Gibbons, Toronto; Sir Hormisdas Laporte, Montreal; and Mr. C. A. Magrath, Fuel Controller, Ottawa. The secretary was Mr. Wm. K. Trower, and the assistant secretary, Mr. J. H. Wilkie. There was no change in the membership, though Mr. Wilkie later became secretary. With the signing of the armistice on November 11, it was no longer necessary to control exports except to enemy countries, Northern European neutrals and to parties on the statutory black list. On January 20, 1919, all restrictions were removed, but on March 1st they were reimposed as far as neutral countries were concerned in order to co-ordinate Canadian export policy with that of Great Britain and the United States. With the proclamation of peace imminent the Board will be laid away in an honored grave, while its personnel is relieved to go back to business interests neglected at the country's call



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Trade With British Guiana

Canada Ranks Next to Great Britain and the United States in the Volume of Business Done with British Guiana—Exports to this Country are on the Increase

From an Official Report

The following is an extract from an official report issued on the trade of British Guiana. While it is true that the imports from Canada show a small increase, the fact that Canada is also one of British Guiana's best customers, that she is British, that preferential rates of duty are offered on some lines of Canadian goods, that branches of Canadian banks are established there, and that there is direct steamship communication between the two countries should make that market capable of much fuller development than has yet taken place.

The Commercial Intelligence Department of the Canadian Manufacturers' Association will gladly give further information on the classes and kinds and values of goods imported into British Guiana.

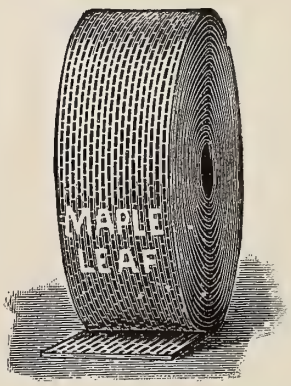
ALTHOUGH there was a considerable decline in the exports of British Guiana in 1918 as compared with 1917, general commercial conditions were good and merchants experienced a highly satisfactory year. Prices of exports continued high, easily offsetting the loss in production and making money fairly plentiful among the inhabitants of the colony, enabling them to purchase more extensively as indicated by an increase of $2,344,809, or 16 per cent., in the imports for the year. The prosperity of local industries during the war has resulted in a freer circulation of money among the various classes, and although the price of many commodities and the cost of necessities of life have risen enormously in recent years, yet there has been a surplus of money which has been spent to a great extent in apparel of all kinds and articles of luxury, such as motor cars and jewelry. This spending tendency would have developed further but for the fact that during a considerable portion of the year, owing to lack of tonnage accommodations, non-essential articles, such as carriages, wagons, motor cars, motor cycles, musical instruments, furniture, travelling bags, trunks and valises, baskets, chinaware, earthenware and pottery, glassware of all kinds, perfumery, plate, plated ware, and toys were not allowed to be imported.

Trade with the United States continued to increase, the imports from that country in 1918 being nearly equal to the total imports of the colony in 1913. Up to 1917 England held the lead in imports, but for the past two years it has been unable to supply the usual quantities, so that now the goods received from the United States amount to nearly double those from England. Many new lines of [illegible] have been introduced, their merits have become well established, and it is believed that a considerable portion of the gain in trade will be permanent.

Financing Trade

Little or no difficulty has been experienced in financing trade, although exchange has been above normal and the cost of remitting has been from 1½ to 3 per cent., unless merchants had balances in New York. There were no failures of consequence and merchants have been able to meet their obligations promptly.

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The next table shows the extent to which each country participated in the foreign commerce of British Guiana during 1917 and 1918:

Countries.	Imports from		Exports to	
	1917.	1918.	1917.	1918.
British East Indies...	$278,024	$1,000,053	.....	.....
British West Indies ..	512,725	777,187	$1,708,229	$1,125,676
Canada	2,113,199	2,612,080	7,527,968	5,641,601
Denmark	19,046	5,828	.....	.....
Dutch Guiana	43,246	179,899	1,026,218	928,408
France	38,446	39,431	5	.....
French Guiana	9,560	19,249	194,994	235,390
Netherlands	74,192	59,380	2,056	.....
Newfoundland	75	.....	.....	3,476
Norway	320	.....	.....	.....
Portugal	26,917	15,826	.....	.....
Portuguese possessions	28,617	1,321	.....	.....
Spain	13,982	10,692	.....	.....
Sweden	3,495	614	.....	.....
United Kingdom	4,560,978	4,189,904	9,171,874	7,819,634
United States	5,910,238	7,252,721	770,519	974,199
Venezuela	92,858	90,136	6,515	4,272
All other countries	221,522	37,928	308,130	186,373
Total	$13,947,440	$16,292,249	$20,716,508	$16,919,029

The United States continued the increase in imports noted in 1917, the gain in 1918 being $1,342,483, or 22 per cent. The United States supplied 44.5 per cent. of the total imports, the United Kingdom 25.7 per cent., Canada 16 per cent., and other British possessions 10.8 per cent. The export trade, however, was largely with the United Kingdom and Canada, the United States taking only 5.7 per cent. of the total exports as compared with 46.2 per cent. by the United Kingdom, 33.3 per cent. by Canada, and 6.6 per cent. by other British possessions. The total trade of the colony was divided as follows: The United Kingdom 36 per cent., Canada 24 per cent., the United States 24 per cent., other British possessions 6 per cent., and all other countries 10 per cent.

The principal products of British Guiana are: Sugar, rice, cocoanuts, ground provisions, coffee, rubber, cocoa and limes.

Returns to Canada

R. W. Ashcroft Becomes Director of Publicity of the Ames-Holden-McCready System

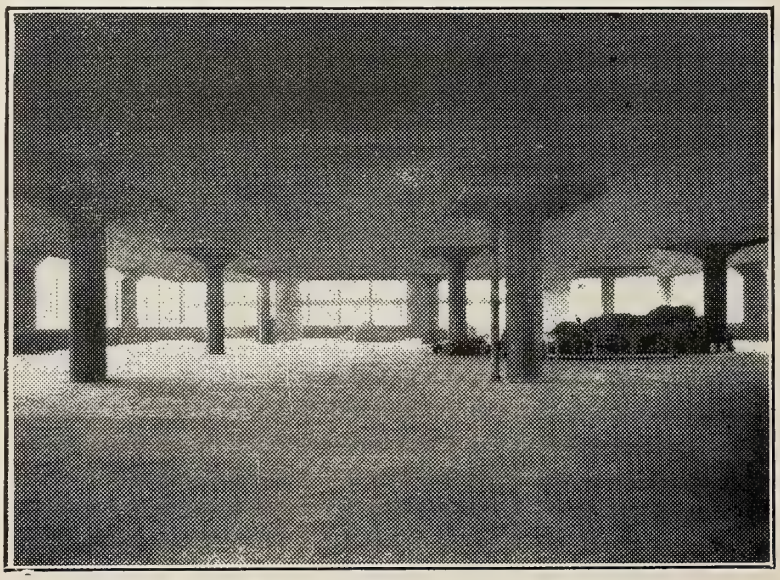
R. W. Ashcroft, for the past four years advertising manager of the United States Rubber Company, with headquarters in New York, and previously advertising manager of the Canadian Consolidated Rubber Co., Limited, a subsidiary of the U. S. Rubber Co., has been appointed director of publicity of the Ames-Holden-McCready System, and will presently return to Montreal to take up his new duties.

T. H. Rieder, president and managing director of the Ames-Holden-McCready System, states: "Mr. Ashcroft was associated with me as advertising manager when I was president of the Canadian Consolidated Rubber Company; and did such excellent work that the American owners of the company asked him, four years ago, to go to New York and take charge of the advertising and publicity of the United States Rubber Company and its allied companies.

"Mr. Ashcroft has always been a believer in Canada as a potentially self-contained industrial nation, and is of the firm opinion that to-day, more than ever before, we are in a position to ourselves develop our own industrial and other resources without recourse to alien assistance. He believes, as all other far-seeing Canadians do, in the support of Canadian-owned, Canadian-manned, Canadian-supported business enterprise, equipped to take care of our domestic needs for any essential product and to compete in foreign markets on a basis of equal or better quality and price.

"Realizing that the Ames-Holden-McCready System typifies the 100 per cent. Canadian institution, he has gladly relinquished the most important position of its kind in the U. S. to take charge of our advertising and publicity and to promote the general welfare of Canadian-owned industry."

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NOTICE

TO ELECTRICAL MANUFACTURERS, JOBBERS AND DEALERS

All electrical material, devices and fittings for use on inside electrical installations in the Province of Ontario *must not be offered for sale* until their design and construction has been approved by the Hydro-Electric Power Commission of Ontario. (6 Geo. V., Chapter 19, 1916.)

Manufacturers whose products are approved and listed by other recognized authorities, and which also meet the requirements of this Commission, may have same placed on the approval list by making application in accordance with Approval Laboratories' Bulletin No. 5, a copy of which will be sent upon request.

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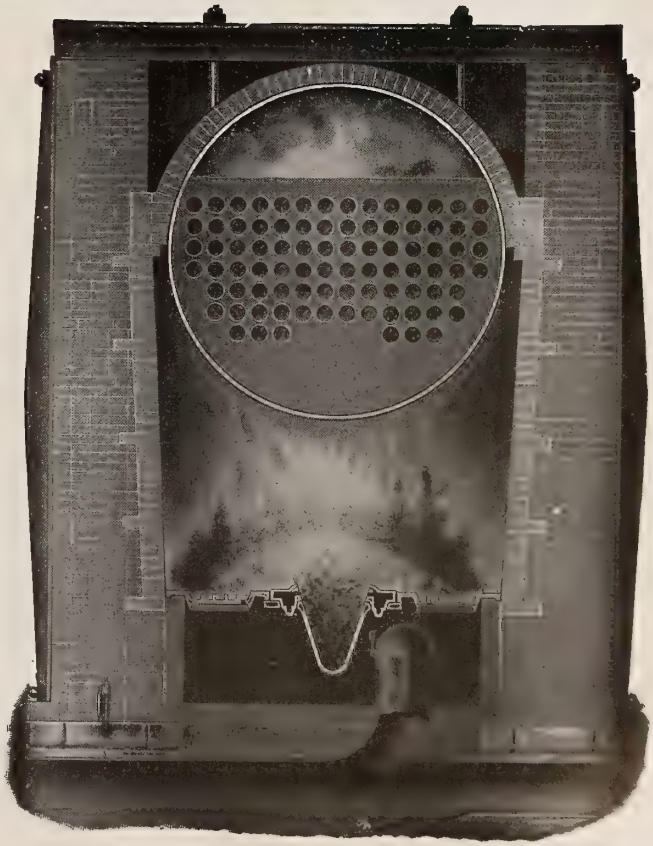
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SIBERIA MEETS SERIOUS PROBLEMS

Two obstacles to the progress of Eastern Siberia are the inefficiency of the Trans-Siberian Railway and the declining rate of ruble exchange. Against these obstacles the country is bravely contending and in spite of them trade, both import and export, is on the increase.

By E. I. Omeltchenke.
(From the "Pan Pacific Magazine.")

The conditions of transportation and of ruble exchange form the key to the business situation in eastern Siberia.

The transport conditions on the Trans-Siberian Railroad seem to be improving. The average daily shipments from Vladivostok terminal, via Manchuria, in June amounted to about 600 tons, while in January only 90 tons were shipped daily. This improvement is due mainly to the natural conditions of weather, to the coming of the warm and hot season, when the percentage of disabled locomotives usually decreases.

From a broader point of view, however, the service of the Trans-Siberian Railroad must still be considered as very far from its normal efficiency. Under the Czar and Kerensky Government, and even under the Bolshevik rule, the Trans-Siberian Railroad was operated better than it is operated now, after six months' work of the Inter-Allied Railroad Commission; as for example: In 1916 the average daily shipment from Vladivostok terminal was about 2,000 tons, while at present the average daily shipment is only about 600 tons. Still more important is the fact that there is but little hope for better efficiency in the near future.

L. A. Oustrugoff, Minister of Ways and Communications of the Kolchak Government, has recently asserted that it will take an indefinitely long time before the Trans-Siberian Railroad will have resumed the carrying of normal traffic.

Under such circumstances one cannot expect speedy relief for the freight congestion in Vladivostok. The conservative Siberian authorities have calculated that it would take about three and a half years to rid the Vladivostok harbor of its tremendous stock of goods, provided the present conditions of transportation do not become worse.

The ruble exchange situation is also discouraging. The rates of rubles are steadily going down. In Vladivostok, in the month of April of this year, one dollar bought 19 to 20 rubles. Late in July this rate declined to 45 rubles per dollar. There were some days when the rate of exchange went down to 60 rubles and even in some private transactions to 80 rubles per dollar. These rates were not steady, but subject to frequent fluctuation.

There are many causes for such a decline of ruble exchange, apart from purely political considerations.

The prohibition of the importation of rubles by France, England, and the United States is one of them. It created an artificial isolation of the Siberian money market, depreciated the Russian currency, established two absolutely different rates for rubles; one, within the above-named countries; the other, in Siberia. The latest quotation of rubles in Vladivostok was about $1.25 per 100, while in New York it was quoted as $6.20 to $6.30 per 100 rubles.

The wrong financial policy of the Kolchak Government also contributed a great deal toward the decline of rubles. The Bank of State undertook such measures as could be successful only under a very strong and settled Government. Siberia had three main types of paper currency; Czar rubles, Kerensky rubles, and Siberian rubles. The Czar and part of the Kerensky bank notes were recognized in the foreign markets, but Siberian rubles were not. They were circulated only in Siberia and with a large discount, when compared with Czar and Kerensky currency.

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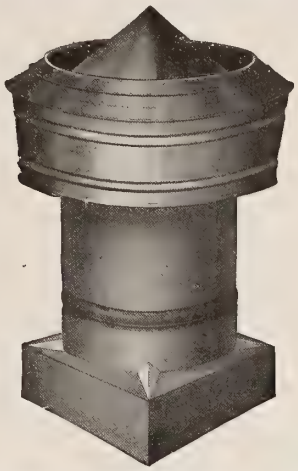
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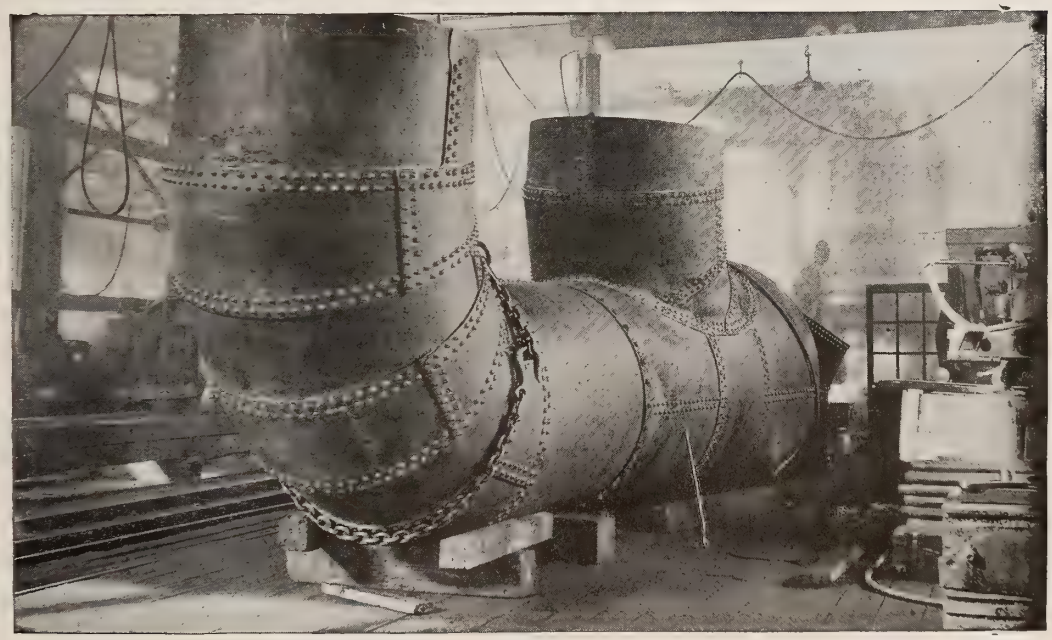
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The Ministry of Finance of the Omsk Government undertook the redemption of the Kerensky rubles of small denominations, and carried on this measure on conditions which were practically equivalent to the confiscation of Kerensky currency from the holders. As a result of this reform confidence in Kerensky currency was lost, the Kerensky bank notes declined and the Czar rubles went down in sympathy, not only in Siberia, but in all markets.

The congestion of the main terminal, the traffic difficulties and the decline of rubles make the commercial expansion in Siberia hardly to be expected. Nevertheless, the fact is that very large foreign commerce has recently developed through Vladivostok; larger than one usually imagines in America. The great economic forces of Siberia are continuing to work out their own means of attracting foreign goods and of exporting Russian merchandise, regardless of many embarrassments.

According to recently published figures, importation to eastern Siberia is now carried on on a larger scale than in 1914, when the influence of war was felt in the Vladivostok harbor. During the first quarter of 1919 about 90,000 tons of different goods were imported; the main articles were sugar, railroad equipment, coal, textiles, lubricating oils, foodstuffs, shoes and leather, fresh fruits, paper and paper goods, metal manufactures, chemicals, machinery and agricultural implements and liquors.

Still more interesting is the quite considerable export from Siberia.



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EMPLOYEE REPRESENTATION ON TEST

How the works' councils of the International Harvester Company carried on during a time of great industrial unrest and proved their value to management and employees alike. The fundamental point in our industrial trend to-day is the representative direction of industry.

By Cyrus McCormick, Jr.
(From the "Manufacturers' News.")

In the recent labor difficulties in Chicago, employee representation was forced to stand an acid test. We have eight plants in Chicago, in seven of which are works councils. Due to various causes, such as strikes in large neighboring establishments and the presence of a large number of non-American groups of employees, a strike was begun in that plant where there was no works council. When these men, without making any demands, were out upon the street, they proceeded in a body to adjacent factories where there were works councils. The day before this took place the councils in these other plants had negotiated a settlement between the men and the company, which satisfactorily adjusted all questions at issue. In spite of this adjustment, the intimidation of the large number of foreign employees from the striking plant, and the slugging which immediately took place, caused the works councils in four of the remaining plants to advise the cessation of operations. The company accepted the request, and for three weeks these four plants were closed down. The period would not have been so long had there not intervened the terrible race riots and a street car strike. When conditions were right and the works councils felt it desirable and safe to resume operations, the plants were re-opened. It is at least significant that the resumption of work took place with hardly a ripple of excitement, and with no violence of any kind. In two other plants the adjustment was never questioned from the beginning. We therefore found, as a result of this labor difficulty, that our works councils were stronger in the minds of the men than ever before. They stopped work in the plants when it was dangerous to continue to operate. They opened the plants when it was safe to do so (even taking it upon themselves to arrange for the preliminary police protection) and in every way proved themselves worthy representatives of the best traditions of American industry.

Employee representation has spread more rapidly in England than it has in this country, but it has taken a different form. Much has been written about the so-called Whitley plan. That may be desirable for England, but it will not do for this country. Here neither industry nor labor is sufficiently organized to set up the elaborate system of councils required under the Whitley plan. Nor is our Government sufficiently versed in the handling of industrial matters to take as important a part in industrial councils as is required under the English system. Finally, the Whitley plan has organized British industry into two opposing camps, whereas the American system of employee representation is based solely upon mutual co-operation and a substitution of vertical for horizontal divisions. Class prejudice has no place in this country, either in society or in industry.

After all is said and done, the fundamental point in our industrial trend to-day is the representative direction of industry; all else is really detail. Profit sharing may come when it is ripe for it to do so. Government action or rearrangement of our programme of consumption may make it possible for employees to be free of fear of unemployment. Education may raise the standard of working conditions to a real art. But if workmen are allowed self-government they and their employers together can work out these programmes.

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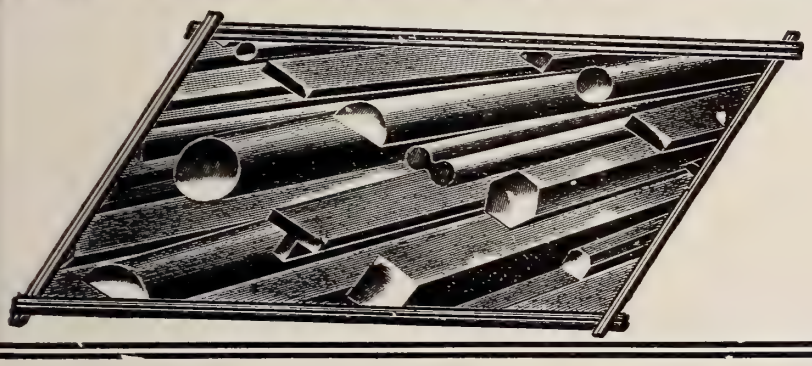
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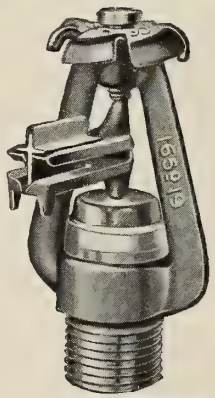
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BIG PROJECTS IN LATIN-AMERICA

It is estimated that it will take two billion dollars to carry through the great enterprises needed for the adequate development of South America. The most important of these would be the building of a railroad diagonally across the continent, a work that would cost a hundred million more than the Panama Canal.

By S. P. Venner.

(From the "Pan Pacific Magazine.")

When the world settles down to business after the war is finally out of the way, South America is going to offer opportunities to young men of big vision such as seldom have been afforded to empire builders in all history. The stage is set. The Panama Canal puts Pacific ports closer to the headwaters of the Amazon than London is to the source of the Nile.

There are four big things to be done in South America. I mean "big" in the sense requiring men like Rhodes, Morgan, Harriman and Hill to carry them out in the first category of magnitude. These are the Buena Ventura-Buenos Ayres Railroad diagonally across the continent; the opening of the eastern slope of the Andes to white colonization and settlement, the proper sanitation of the tropical ports and centres of the continent and the development of aerial transportation.

A volume could be written about each of these, but none of them can be carried out without big men plus big money. Of these the men are the more important.

Some of these men are being developed in South America now, but they are necessarily limited to national lines in each country, while the largest problems are international in their scope and it is extremely difficult for a citizen of one republic to exercise a determining influence outside of his own country. This is why there is a demand for leaders in co-ordinating these international undertakings from the outside.

The big railway will cost $100,000,000 more than the canal did. The opening of the upper Amazon would follow this road and would require a total expenditure of about $1,000,000,000 to make it effective so that it would be self-supporting and a part of the productive assets of the world.

The sanitation of these two enterprises would cost, the first about $20,000,000, the second $50,000,000, while the permanent clean-up of existing insanitary ports and centres will require a total capital outlay of about $150,000,000, and an annual budget for maintenance of about $10,000,000, representing a capital necessary to produce that income of $200,000,000.

To get aviation well under way, so as to realize a weekly hydroplane service over the Amazon, the Orinoco, the Magdalena and the La Plata rivers and their main tributaries, without including dirigibles and airplanes for land service, an initial capital for the whole continent of at least $300,000,000 would be required.

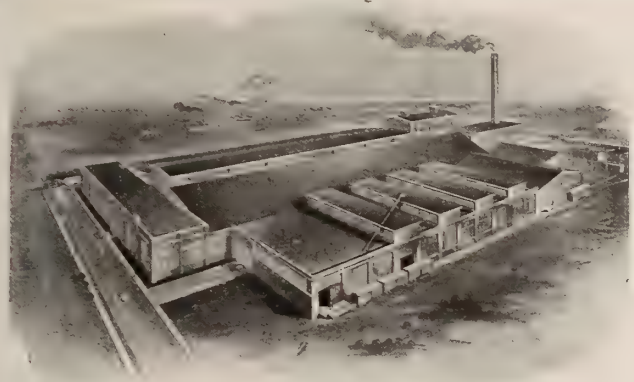
Thus there is needed for the co-ordination of the big international enterprises in South America in this generation about $2,000,000,000 in all—less than half of the Victory Loan. The resources which might be pledged to support this outlay are potentially enormously in excess of this sum. South America can pay for it all. What is needed is the men to inspire confidence that the resources may be made to yield the return.

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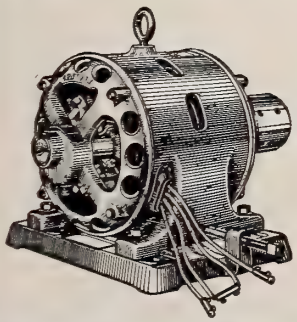
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1 40 hp. F.W., 900 rev., pulley, rails only.
1 10 hp. T.H.E., 1800 rev., rails, pulley, starter N.V.
4 1 hp. T.H.E., 1800 rev., pulley only.
3 15 hp. C.C.L., 1200 rev., pulley, rails, starter N.V.
1 20 hp. C.C.L., 1200 rev., pulley, rails, starter N.V.
1 3 hp. C. Westinghouse, 1800 rev., pulley, rails.
1 7½ hp. F.W., 1200 rev., rails, starter N.V.
3 ½ hp. T.H.E., 1800 rev., pulleys.
1 ½ hp. variable speed Wagner, 220 volt, 1200 rev, with C.H speed controller.

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1 10 hp. 220 volt, 750 rev., Lancash., pulley, rails, starter N.V.
1 10 hp. 220 volt, 1500 rev., T.H.E., pulley, rails, starter N.V.
1 5 hp. 220 volt, 750 rev. C. Westinghouse, pulley rails.
1 15 hp. 220 volt, 750 rev., T.H.E., pulley, rails, starter N.V.
1 5 hp. 220 volt, 750 rev., Westinghouse C.C.L., 750 rev.
1 5 hp. T.H.E., 220 volt, 1500 rev.
2 1 hp. 220 volt, 1500 rev., Westinghouse C.C.L.
1 1 hp. C.G.E., 220 volt, 750 rev.
2 1 hp. T.H.E., 220 volt, 1500 rev.
1 50 hp. C.G.E., 550 volt, 750 rev., pulley, rails, starter N.V.
1 60 hp. C.W., 550 volt, 750 rev., pulley, rails, starter N.V.
1 15 hp. Westinghouse H.S., 550 volt, pulley, rails, starter, N.V.
1 10 hp. Lanch., 550 volt, 750 rev., pulley, rails, starter N.V.
1 15 hp. T.H.E., 550 volt 750 rev., double drive complete.
1 3 hp. T.H.E., 550 volt, 1500 rev., pulley.

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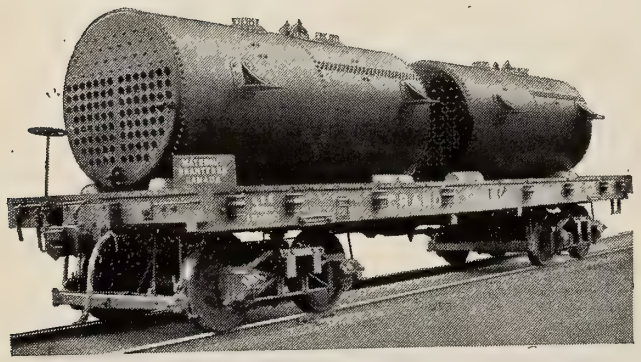
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Book Reviews

Britain's War Organization

British War Administration. By JOHN A. FAIRLIE, Professor of Political Science, University of Illinois. Carnegie Endowment for International Peace. New York: Oxford University Press. 302 pages.

This volume is No. 8 of the series of Preliminary Economic Studies of the War, issued by the Carnegie Endowment. Its aim is to give a systematic and somewhat comprehensive account of the manifold changes in the machinery of governmental administration in the United Kingdom, and its chapters deal successively with Forms and Agencies of Action; the Cabinet; Naval Administration; Army Administration; Munitions and Aircraft; Defence of the Realm; War Relief, Pensions and Prisoners; Trade and Transportation; Agriculture and Food Control; Financial Adminstration and Other Departments. The work has been carefully handled and is written in an entertaining vein. Naturally, it makes no pretence to be a complete account of British war effort, the treatment being limited to the organization of administrative agencies on the part of the central government.

West Africa Cotton

Cotton in British West Africa.. By N. M. Penzer, B.A., F.R.G.S., F.G.S., with an introduction by the Rt. Hon. the Viscount Milner, P.C., G.C.B., G.C.M.G., London. The Federation of British Industries. 5 shillings net.

This is the first of a series of booklets on the raw materials of the British Empire to be issued to the general public by the Intelligence Department of the Federation of British Industries. It is divided into six sections dealing with (1) the history of the industry; (2) the industry in Nigeria; (3) the industry in the other British Colonies, Gold Coast, Sierra Leone and Gambia; (4) the industry in Togoland and the Cameroons; (5) the possibilities of cotton-growing in British West Africa. General statistics and a bibliography complete the contents of a neat little volume, which contains in compact form all that is to be known about the subject. Copies of the book are obtainable from Thomas Murby & Co., 1 Fleet Lane, Ludgate Circus, E. C. 4.

An Educational Conference

Report of the Proceedings of the National Conference on Character Education in Relation to Canadian Citizenship. Held at Winnipeg, October 20, 21, 22, 1919. Price, 50 cents.

To Mr. W. J. Bulman, past president of the Canadian Manufacturers Association, must be accorded the credit for having initiated and promoted the idea of a national conference which would seek to establish a broad general basis on which to develop character and citizenship through education. The idea originated in 1917 and gradually expanded until it reached the proportions of the conference held in Winnipeg last fall. The success of this gathering was signal. Upwards of 1,500 accredited delegates attended, and at no session did the attendance fall below two thousand. As a result of the conference there was created a National Council of fifty members, which will establish a National Bureau for purposes of educational investigation.

The present report is a book of 150 pages, and all proceedings at the conference are recorded verbatim. An exam-



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ination of the table of contents shows that addresses were delivered by a number of eminent educationists and that discussions were led by men and women of outstanding importance in the field of education. It is scarcely necessary to emphasize the value of all this material, and anyone interested in the subject of education will find the report a mine of useful information.

The Labor Problem

Common Sense in Labor Management. By Neil M. Clark. New York: Harper & Brothers. Toronto: The Musson Book Co., Limited. Price, $4.50.

Mr. Clark is the editor of that well-known business magazine, *System*, and this book is the fruit of years of observation and study in the field of employment and industrial relationships. It is a work in which theory and practice are skilfully interwoven, the author's beliefs being illustrated time and again with the actual experience of business managements.

At the outset Mr. Clark emphasizes the changed viewpoint of recent years. The old attitude, which regarded labor as a commodity to be bought, like steel and crude rubber, or which declared that the owner of a business was boss and could do as he pleased, is rapidly disappearing and giving place to a conviction that, after all, the worker has an interest in industry which deserves recognition. It is to various manifestations of this changed viewpoint that Mr. Clark devotes several of his chapters.

The various plans which have been devised for bringing the management and the employee together for the discussion of problems of employment are outlined, the point being made that the workers do not necessarily want to assume any of the responsibilities of management, but merely to see that they are given the chance to achieve satisfaction in their work and its rewards. No one plan is described as superior; each has its good points.

Chapters are given to working conditions and living conditions, the former applying to various phases of the employee's life in the factory, the latter to his home life and recreation. In both instances attention is given to the many plans of social betterment and welfare that have been introduced of late years. The wage question and continuity of employment are each thoroughly discussed, and there is a chapter on the efficiency and value of suggestion systems.

Mr. Clark sums up his argument in a final chapter which he entitles "The Fallacy of Panaceas." Here he demonstrates the need for "frankness, force and justice in management," which are the fundamentals in any plan. "Elemental justice in all the relations of employers and employees, complete frankness in explaining and discussing what is just, and rugged force in carrying out the decrees of justice—that is the policy of management that makes for industrial peace."

"Common Sense in Labor Management" is a book that will keep the employer abreast of the times, and may be commended to all who desire enlightenment on a subject of great importance at the present time.

A Remarkable Chart

The Angus Sinclair Co., New York, publishers of *Railway and Locomotive Engineering*, have just issued a new chart of the Pacific type locomotive. The chart, which measures 44 x 17½ inches, is reputably the most complete thing of its kind that has ever been published. The locomotive is shown in minute detail, with numerical references attached to no fewer than 667 parts. The chart is priced at 50 cents.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, JUNE, 1920 No. 2

Editorial Comment

The Annual General Meeting

AS usual, the July number of INDUSTRIAL CANADA will be devoted to the publication in full of the proceedings at the annual general meeting of the Association in Vancouver and Victoria. Because of the long distance and the difficulty of transmitting news by wire, it is hardly possible that members in Eastern Canada will be able to get that thorough knowledge of what takes place that is so essential to the spirit of good membership. This need, the Association's own official publication will supply, and it is to be hoped that all members will make it a point to look out for the July number and give it a thorough reading. Committee reports were never more comprehensive or more important and the debates, resolutions and speeches will be equally valuable. All these will be supplied in full in the July number.

Annual Meetings of Divisions

DURING the past few weeks, and as a preliminary to the annual general meeting, the five divisions of the Association have held their annual meetings. This is the first year that the new machinery of organization has become effective, and these gatherings were in a sense a testing-out of the new system. It may be stated that the experiment has proved to be a success. Members in the various provinces have rallied loyally to the support of the new bodies, which have been formed to care for the needs of their particular section of the Dominion, and there is every reason to believe that, through the agency of the division, the work and services of the Association will be greatly extended. There is much work that can only be effectively handled by the men on the spot, and the better organized the members become the more valuable will be the results. The strengthening of the divisions and the building up of live branches in all the cities of Canada will be a desirable objective towards which to work.

In this issue of INDUSTRIAL CANADA will be found reports of the proceedings at the various annual meetings of the divisions. These are given as fully as possible, though in some cases the near approach of the annual general meeting has made it difficult for the divisional secretary to provide as complete a report as might have otherwise been given. However, it is desirable that members who were not present at the meetings should post themselves on what was done. Only in this way will the work receive that backing which it requires.

Pass Along a Good Word

WHENEVER opportunity arises, members of the C.M.A. should pass along a good word about the organization. If one of the departments renders you some service which you deem of value, let somebody else know about it. Not only may this result in bringing in new members whose presence and support will strengthen the Association but it will help to build up that reputation for prompt, effective service which is the objective of the officials of the organization. Many people, whose knowledge of the C.M.A. is but superficial, have an altogether erroneous idea of the kind and scope of the work being done. All the more reason, therefore, for members to tell about what the Association has done for them.

Showing Educational Films

IN a recent bulletin issued in connection with their moving picture laboratory, the Ford Motor Company of Canada, Limited, stress the importance of compelling the theatre interests to exhibit films of an educational character. This, they urge, is the essential part of the whole business. Both the Dominion Government and the Ontario Government have established moving picture bureaux, with the object of advertising the resources and industries of the country, but it has remained for the

British Columbia Government to go a step further and require the exhibiting of educational films by law. They have introduced in the Legislature a measure requiring all moving picture theatres to exhibit for fifteen minutes during each performance films provided by the provincial bureaux. These films are to be of an educative character illustrating the natural resources and economic and industrial problems of British Columbia, as well as dealing with general Canadian events of interest.

"The measure now before the British Columbia Legislature," states the bulletin, "is a very wise and commendable step on the part of the Government, and sets an example which the other provinces could very profitably afford to follow. As a rule the attraction of this class of picture has induced theatre managers to voluntarily present them interspersed between regular films, but, as previously pointed out, no one is compelled to exhibit them, consequently the appeal is lost to thousands to whom they would convey helpful knowledge and ideas.

"Provincial, Dominion and municipal governments are not making the advertising use of their films which they could and ought to do, as besides being attractive the use of the film must be effective, but the British Columbia Government has pointed the way, and it is to be hoped that before long the rest of the provinces will follow suit."

Good work is being done by the Ford Motor Car Company themselves in advertising the Dominion by film. At the present time they have two photographers travelling from coast to coast of the Dominion securing topical material for reproduction, and this is distributed very widely not only in Canada but in other parts of the world.

The End of National Borrowing

HOWEVER much divergence of opinion there may be over the terms of Sir Henry Drayton's budget, there is one feature that seems to have struck a responsive chord in the hearts of the people. That is the determination expressed by Sir Henry to end the period of borrowing and inaugurate a new period of "-pay-as-you-go."

The country has now experienced a long series of popular loans, culminating in the Third Victory Loan of 1919. In fact, the annual loan seemed to give promise of becoming a fixture in the financial calendar. From the investment standpoint, these flotations were very nice. They yielded attractive rates of interest and, estimated in the usual way, were gilt-edged. But, with each successive loan, the burden of interest payments, not to mention desirable sinking fund arrangements, was becoming heavier and heavier and the outlook more alarming. Now, Sir Henry calls a halt and his leadership in this regard is acknowledged by all loyal Canadians.

If, as is anticipated, the Dominion can not only meet current expenditure out of revenue but have enough over to retire the 1922 Victory Loan bonds at maturity, no better achievement could be recorded in the interests of national credit. There would be substantial improvement in the status of Canadian securities in the United States. There would be an increased flow of capital to our shores. The unfavorable exchange situation would right itself and a great impetus would be given to business enterprise throughout the country. Let us therefore acclaim the determination of the Minister of Finance to stop the orgy of borrowing that has piled up a national debt of such gigantic proportions.

The Impartiality of Third Parties

COMMISSIONS or conferences in which employers, employees and the Government, as representing the public, are concerned should be so constituted as to ensure the fairest possible conclusions. Particularly is it desirable that third parties should be as thoroughly impartial in their attitude towards the question coming up for decision as it is possible for them to be. Much accordingly depends on Government representation, forming as it should the intermediary between the possible extreme of the other two parties.

When labor problems come up for consideration and settlement, it is fairly natural that Governments should call upon their departments of labor to sit in at the proceedings. These are the departments that have been formed for the purpose of studying these very problems, and the public would naturally regard them as the proper parties to look after the public interest in any differences between the interests of capital and labor.

Unfortunately, in numerous cases, the representatives of the labor departments of Governments are labor leaders who have gravitated into the civil service. However well-intentioned they may be, their training and experience alike give them a natural bias of mind towards their former associates. They are prone to see questions from the labor standpoint, and they often fail to shake off the unfortunate spirit of antagonism towards employers which characterized their attitude before. It is no fault of theirs and yet, even the employees must see that a conference in which such men are sitting, is obviously bound to have a preponderating influence in the one direction.

It is to be hoped that in future all possible efforts will be made to secure complete impartiality on the part of Government representatives. Not only should this be so in justice to the two parties who may be at variance, but in justice to the public, who are anxious that those who ostensibly represent them should be entirely fair in their attitude and dealings.

The Situation at Ottawa Reviewed

Return of Sir Robert Borden Has Steadied the forces of the Government—Introduction of the New Budget an Event of Paramount Importance—Representations Are Being Made to Secure Modifications of Certain of Its Aspects

By Industrial Canada's Parliamentary Correspondent

OTTAWA.—The outstanding features of Parliament during the past month were the resumption of House leadership by the Prime Minister, Sir Robert Borden, Sir Henry Drayton's first Budget and an announcement by Hon. Mr. Ballantyne that no election is expected before 1922.

The long rest which Sir Robert enjoyed appears to have completely repaired the damage wrought by his heavy work at the Peace Conference. Since his return to Ottawa, Sir Robert has been in his place in the House every day, has been alert to the business of Parliament and shown himself handling every phase of house leadership under the rather trying pressure of the Budget debate. His return has steadied the forces of the Government immeasurably, and appears to have put an end to the uncertainty which rather characterized the Government during his absence when he was expected to return only to resign, and when there was some rivalry among members of the administration for succession to the premiership.

The new Budget is conceded to be one of the most remarkable ever disclosed to Canadians. It announced a heavy national debt, a heavy expenditure, a very large Government income and severe taxation. But it showed, on the whole, that Canada is in a strong and sound position, far better than most of the other countries of the world.

While there has been a demand for tariff reduction, chiefly from western members, the Budget has not been altogether unpopular with the Opposition.

Expenditure for the present year will be heavy, but the Finance Minister was able to show that he could not only take care of this, but would be able to wipe out a floating indebtedness of some seventy-four millions.

The new taxation proposals have attracted great attention, both in Canada and abroad. Outside comment has been generally favorable to the plan of raising revenue, and Canada has been commended for having courage to collect for her needs from those able to pay and for equitably distributing the burden among the various classes of the country.

In Canada there has been considerable criticism of details. Some business classes feel that they have been rather severely dealt with by the new Luxury Tax. But, even with these classes, there is a feeling that the Government had to have the revenue; that both the Luxury Tax and the One Per Cent. Sales Tax were experimental; that they were, in a measure, offered by the Finance Minister for criticism; and that adequate representations will be considered by the Government and that there will be some modifications of the measure when it is in the committee stage.



Sir Robert Borden

Whose Return to the Active Leadership of the Government was an Important Event in Parliamentary Circles during May

There is heavy pressure for modification of the taxation proposals which apply to articles of clothing and to pianos. Dealers contend that boots at nine dollars and clothes at forty-five dollars are not luxuries under present market conditions for wool and leather and that the minimum for exemption should be raised. The Government has given no public indication that it is not willing to be influenced by reasonable representations.

There is no doubt that these representations are being made. Delegation after delegation has come to Ottawa to put their case before the Government. All have been listened to, and consideration promised every request. In addition to the representations that have been made in person, ten times as many have been made by mail and wire.

The managers of taxation for the Government have been surprised at the number of unexpected places their new measures have hit. They have, by this Budget, been brought more intimately into touch with the intricacies of business than by any taxation measure devised in the past. The past two weeks have witnessed an astonishing amount of disclosure to the Government of business methods and systems, and this has probably been a good thing for both business and the Government. Intimate touch has been established.

An examination of the Budget shows a tendency from and toward direct taxation. By discontinuing the seven and a half per cent. Customs War Tax, the Government abolished about thirty-four millions of indirect taxation. By the imposition of the One Per Cent. Sales Tax and the Luxury Tax

the Government is imposing about a hundred million dollars direct taxation. This is a substantial change in the taxation principles of Canada, which, in the past have been overwhelmingly for the indirect method of taxation through customs collections.

While the new method of direct taxation is obvious to the consumer, and by this time almost everyone in the country has knowingly paid a luxury tax, very little complaint has been reported to the Government by dealers. Purchasers of luxuries appear to have accepted complacently the requirement placed upon them of contributing to the Dominion Treasury, and make little protest against the taxation item on the sales slips rendered to them for payment.

The reduction of the Business Profits tax was not all that was asked for and many sound judges believe that it was not all that was required. However, it is estimated to amount to a cut of forty per cent. in the burden that business profits have had to bear for the past four years, and has been welcomed by business as a measure of relief which, it is hoped, will be increased in the next Budget.

Scientific Revision of Tariff.

The Government has been congratulated for the announcement that the business conditions of the country were to be studied with the view of making a scieneific revision of the tariff, and having it ready for next session. There is a feeling that the country had outgrown its customs law and that there should be a more scientific adjustment of it, as Sir Henry Drayton stated: "(*a*) To assist in providing adequate revenue, (*b*) to stabilize legitimate industries and to encourage the establishment of new industries essential to the proper economic development of the nation—to the end that a proper and ever-increasing field of useful and remunerative employment be available for the nation's workers, (*c*) to develop to the fullest extent our natural resources, (*d*) to specially promote and increase trade with the Mother Country, the sister dominions and colonies and Crown dependencies, (*e*) to prevent the abuse of the tariff for the exploitation of the consumer and, (*f*) to safeguard the interests of the Canadian people in the existing world struggle for commercial and industrial supremacy. As a means of raising revenue the tariff should be so adjusted as to place the chief burden upon those best able to bear it. Articles of luxury should be heavily taxed through the imposition of customs and excise rates. Food commodities and other necessities of life, not produced or manufactured in Canada, should, if taxed at all, bear only such imposts as are necessary for revenue purposes. Those produced in Canada should be subject to such customs duties only as may be necessary in the general national interest to be determined after strict investigation from time to time."



J. H. Baetz
Baetz Bros. Co., Kitchener
Chairman, Kitchener and Waterloo Branch

These are the principles laid down by Sir Henry for the new tariff that he has to prepare, and upon which representations will be in order as soon as the present Budget is through the committee stage and has been embodied in a statute.

Prorogation is expected before the first of July.

Kitchener and Waterloo Branch is Organized

By J. M. McINTOSH
Manager, Trade Sections Department, C.M.A.

On the evening of the 3rd of May last a well attended meeting of manufacturers of Kitchener and Waterloo was held in the Library Hall, Kitchener, for the purpose of considering the advisability of forming a branch of the Association to consist of the members in Kitchener and Waterloo and such contiguous territory as might be within a convenient radius. The following manufacturers were present: Messrs. W. T. Sass, F. S. Hodgins, S. J. Williams, J. H. Baetz, L. J. Breithaupt, Geo. Lang, J. Woolner, T. A. Witzel, H. M. Snyder, J. H. Kennedy, J. M. Schneider, C. A. Ahrens, W. E. Woelfle, D. Groos, Jr., O. Kinzie, W. H. Hamblin, E. Schlee, G. B. Brown, G. R. Roschman.

Mr. J. E. Walsh, general manager, and Mr. J. M. McIntosh, of the head office staff, attended and explained the proposal in detail.

Matters of local interest to manufacturers are being well covered by the Kitchener and Waterloo Manufacturers' Association. This latter Association is splendidly organized and equipped to render very valuable services to its members. It has been felt, however, that some of its activities, if given the support of the larger Association, might serve the purpose of further developing the important work which both these Associations are covering. In addition to this, through a local branch the members will be brought into closer touch with the activities of the Association as a whole.

It was, therefore, resolved that a branch be organized and that application be made for the necessary authority, the secretarial service to be supplied by head office, one of the official staff visiting Kitchener and Waterloo for one or two days in each month.

Mr. J. H. Baetz, of Baetz Bros. Company, Kitchener, was elected chairman, and Mr. H. M. Snyder, of Snyder Bros., Upholstering Company, Waterloo, vice-chairman. A nominating committee was appointed to bring in a report suggesting names of representatives of different lines of industry in the district out of which the personnel of the Executive Committee may be selected.



H. M. Snyder
Snyder Bros. Upholstering Co., Waterloo
Vice-Chairman, of the new Branch

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Annual Meeting of Ontario Division

By H. MACDONALD
Secretary, Ontario Division

MOST gratifying in every respect was the first annual meeting of the Ontario Division of the Association, held at the King Edward Hotel, Toronto, on Thursday, April 29. The attendance was very satisfactory, while the interest shown in the proceedings abundantly demonstrated the value of such an organization to the membership in the Province.

Luncheon was served at 12.30, following which the meeting was convened under the chairmanship of John R. Shaw, Woodstock, vice-chairman of the Division. A number of letters and telegrams were read from members in different parts of the province, expressing their regret at being unable to attend, among them a wire from the chairman, George H. Douglas, who was in Calgary on his way east from California. Mr. Douglas sent his best wishes for the success of the meeting.

Secretary's Report

The Secretary's report was then presented. This gave an outline of the work of the Secretary's Department, from the inauguration of the Division down to the end of the first year of its existence. It read as follows:—

"At a conference of representative Ontario members, held in the National Club, Toronto, on March 25th, 1919, a resolution was unanimously carried:

" 'That this meeting, having regard to the problem of increasing the membership of the Association, recommend to the Executive Committee the advisability of creating a provincial organization, to be known as the "Ontario Division" of the Association, to include present branches or sub-branches in Toronto, Hamilton, Niagara Falls and Brantford, and any additional branches which may subsequently be organized to deal with matters having a provincial application, leaving to the local organization such matters as affect them locally, and that the By-laws of the Association be amended and enlarged accordingly.'

"Messrs. Roden, Breyfogle, Kinzinger and Champ were then appointed a committee, with powers, to make all necessary arrangements.

"At a meeting of the Toronto Branch Executive, held on 23rd April, your Secretary was instructed to transmit the above recommendation for the approval of the General Executive Committee. This being obtained, it was submitted to the annual general meeting, held in Toronto in June last, and unanimously adopted, the membership of the Association being divided into five Divisions, and, by amendment of the Association By-laws then passed, members located within the Province of Ontario were created the Ontario Division of the Association without, however, affecting the Branch organization as at present constituted—the Special Committee at the same time reporting that the formation of branches in all the chief industrial centres would do much not only to increase the membership but also to stimulate thought on industrial matters.

"Pursuant to the above proceedings, the first organization meeting of the Division was held in the King Edward Hotel on October 16th last, when an Executive Committee was appointed and the necessary organization effected.

"Three new branches were organized during the past year, each at Niagara Falls, Peterboro and Brantford, making in all five local branches within the Division, which, in the order of date of inauguration, respectively, with their membership, are as follows: (1) Toronto, 920 members; (2) Hamilton, 238 members; (3) Niagara Falls, 26 members; (4) Peterboro, 35 members; (5) Brantford, 40 members.

"All these branches were visited by officers from the head office of the Association, who report in each case an active interest in the work of the Association and a greatly increased demand for the services of its departments. The establishment of additional branches is receiving consideration.

Gain in Membership

"The Division played its part in a special membership campaign started during the week, December 1st-6th, which brought a net increase to date of 163 members to the Division. The Ontario Division membership is now 2,121 firms and corporations. The total membership of the Association is 4,046.

"The possible revenue receivable from fees in the territory allotted to the Division is $81,370.00, or 55.91 per cent. of the possible revenue from fees of the Association as a whole.

"While the activities of the Division have covered only a portion of the year, it is believed the members generally will share the feeling that the work which has been, and is being, performed fully justifies the establishment of the Ontario Division as a forward step towards the more intensive organization of the Association.

"It is the unfailing desire of the Executive staff to extend the welfare of the departments under their charge. Every vexatious question, large or small, is of some importance and has generally a more or less relevant bearing on the industrial situation. No member of the Association should shrink from consulting any of our officials at any time on any matter of doubt or difficulty."

Report of Executive Committee

A comprehensive report on the work of the Division since its inception was then presented. As this gives a very complete record of the Division's activities, it is published practically in full, as follows:—

"October 16th, 1919, marked the birth of the Ontario Division. On that date, the organization meeting was held and a Division Executive Committee was chosen to guide the affairs of the Division for its first year, Mr. Geo. H. Douglas, of Hamilton, being elected Chairman, and Mr. J. R. Shaw, of Woodstock, Vice-Chairman, both by acclamation. Mr. H. Macdonald, Secretary of the Toronto Branch, was appointed by the General Executive Committee Secretary of the Division.

"Immediately thereafter a resolution was passed, authorizing the Executive Committee to elect sub-committees.

"At a meeting of the Division Executive, held on December 18th, the following sub-committees were appointed, namely:

1. Education Committee—10 members.
2. Legislation Committee—10 members.
3. Transportation & Power Committee—15 members.
4. Publicity Committee—10 members

with Messrs. J. F. MacKay and J. J. Gibbons as associate members.

General Meetings

"Including the organization meeting, six general meetings of the Division were held, since its organization, as follows:

October 16th, 1919.—At this meeting, a resolution was passed that the Industrial Relations Committee be requested to report fully on the desirability of organizing a permanent Department of Industrial Relations to study the relations existing between employers and employees, to gather data, to supply information, and to be prepared to furnish expert advice and assistance in connection with any further industrial conference or otherwise.

November 27th, 1919.—An important address was delivered by Mr. Lloyd Harris, head of the Canadian Trade Mission to Great Britain, in which he explained that all countries were open for the import of Canadian manufactured goods.

December 18th, 1919.—Past President S. R. Parsons, who represented the employers of Canada at the recent International Labor Conference in Washington, from October 29th-November 29th, 1919, delivered an address, in which he explained why he had opposed the eight-hour day.

January 28th, 1920.—Mr. T. B. Macaulay, President of the Sun Life Insurance Company, Montreal, delivered an interesting address on "Canada and the West Indies." Mr. Macaulay emphasized the value of co-operation between the different parts of the Empire, which had always been desirable but which was now vitally necessary. He explained that out of a total import of $36,000,000, Canada received less than $7,000,000—less than 20 per cent., whereas the general average should not be less than 50 per cent. The West Indies Government, he said, was anxious for co-operation.

February 26th, 1920.—An address was delivered by Professor L. W. Gill, M.Sc., late of Queen's University, Director of Technical Education for Canada, on the operation of the Federal Technical Education Act. The agitation for an adequate system of technical education dates back to a period long before the war, and it has passed through many phases, but it was only through the lessons taught by the war that the urgency of the matter was so forcibly emphasized, that action became imperative. To the C.M.A. must be accorded a good deal of the credit for having forced the subject into prominence.

March 16th, 1920.—At a special meeting of the Division held on this date, consideration was given to a resolution of the Executive Council to enlarge and strengthen the organization and services of the Association, with a view to greater efficiency in the services of its departments. It was explained that commissions, boards and special investigating committees are making extraordinary demands from manufacturers, and it was thus necessary to enlarge all our departments, also to enlarge our library and translation department, and to introduce certain new services, which are now under consideration. The scheme was enthusiastically adopted by the Division in general meeting, and fuller information will be submitted at this meeting.

April 22nd, 1920.—At a general meeting of the Executive, held on this date, the Executive entertained representatives of the Alberta Industrial Development Association.

Meetings of Committees

"Seventeen committee meetings were held: six Executive, three Legislation, one Transportation and Power, two Special, two Conferences, and three deputations to the Provincial Cabinet.

"Eleven general circulars on various subjects were issued to members in the course of the year.

Hydro-Electric Power Commission.—Mr. C. H. Carlisle was nominated to represent consumers on a committee of approval, consisting of members of the Engineering staff of the Commission and several outside bodies, to deal with the question of the approval of electrical fittings, fixtures, devices, etc.

Publicity.—Consideration was given to the part the Division could appropriately take in any scheme of publicity, in the interests of the manufacturers, but as the proposition could not be considered without the necessary funds, it was referred to the General Association.

Tariff Board.—A resolution was transmitted to the Executive Council, recommending that a deputation wait upon the Dominion Government and urge the appointment of a permanent Tariff Board, its members to accompany the proposed Investigating Committee of Cabinet Ministers, if the same were appointed.

Electrical Power Situation.—Careful consideration was given to a report received from the Niagara Falls Branch, with respect to a decrease of the supply of power to manufacturers in the Niagara Falls District. Conferences with the Toronto Hydro Electric System and officers of the Hydro-Electric Power Commission of Ontario, with a view to devising a remedy, were held. A resolution on the subject will be submitted to this meeting at a later stage.

Workmen's Compensation

Workmen's Compensation.—Deputations from the Division Legislation Committee waited twice upon the Government, when various submissions were presented, chiefly on the subject of representation and reduction of accidents in the industries. Several meetings and conferences were also held on the subject of more active co-operation with the Accident Prevention Association and the Board, and the matter is still under advisement.

Board of Commerce.—The Board of Commerce, acting under the Board of Commerce and the Combines and Fair Prices Act, 1919, having filed a stated case for consideration of the Supreme Court of Canada to determine various questions of law and jurisdiction which had arisen before the Board, and which required to be solved before the Board proceeded to exercise the powers, which are said to be vested in it, it was recommended by your Legislation Committee that the Association be represented in the argument before

the Supreme Court by Mr. W. N. Tilley, K.C., Toronto, as special counsel, which recommendation was adopted by the Executive Council. Final judgment has not yet been handed down.

Moratorium Act.—The Legislation Committee communicated to the Attorney-General a recommendation that a repeal of the Moratorium Act should be delayed six months, after proper notice had been given.

Work of the Legislature

"Ontario's Legislature met on Tuesday, March 9th, being the 15th Legislature of the Province of Ontario. Perhaps the most important announcement by the Lieut.-Governor in opening the session was that as an outcome of the National Industrial Conference held in Ottawa and the International Labor Conference in Washington, in accordance with the terms of the Peace Treaty, at both of which gatherings the Province of Ontario was officially represented, the Federal Government has arranged for a meeting of the representatives of the Dominion and the various Provinces to consider the unification of the labor laws of Canada.

"Mr. Sam Harris, Chairman of the General Legislation Committee, has been appointed by the Minister of Labor as the employers' representative for the Province of Ontario—Mr. J. G. Merrick, Secretary of the Toronto Employers' Association, being appointed the employers' representative for the Dominion.

"Copies of the various bills passing through the Provincial House are regularly received by the association and are examined by the Legal Department and appropriate action taken; as are also the Federal bills, and also numerous bills from the outside provinces, on which the association's branch secretaries, and frequently members, wish to be advised. Some of the measures from time to time form the subject of review by the secretary in INDUSTRIAL CANADA.

"Changes in the educational policy of the Provincial Government are forecast, including larger grants to rural schools and extension of the consolidated school system. Plans are reported to have been matured for affording a greater stimulus to agriculture, and, as has been shown by the Ministers' announcement and answers to deputations, the 'good roads' policy will be extremely liberal. The forests and mines of Ontario will also receive much attention, with provision for fire protection and prevention, and advanced methods of reforestation. Other measures that will probably be considered are to adopt the municipal lists in place of enumerations for provincial elections; to provide for local option in taxation; to establish a Minimum Wage Board, and to amend the Workmen's Compensation Act; all of which will receive careful consideration by the appropriate committees of the division.

"Ontario has 23 cities, 139 towns, 150 villages and 553 townships. Here live over 2,000,000 people, prosperous, progressive, industrious—producing a third of all Canada's agricultural products, and more than one-half of its manufactures. Here is a market pulsating with the dynamic energy of great commercial achievements, covering 42,000 square miles, teeming with well-to-do buyers of every kind of merchandise. Industrially, Ontario may be said to be the backbone of Canada, as is shown by the following comparison:

Value of Ontario Products.

	Ontario.	All Canada.
Value of farm products	$ 450,000,000	$1,100,000,000
Value of mineral output	52,000,000	138,500,000
Value of timber output	50,000,000	172,500,000
Value of manufactu'd products	715,000,000	1,390,000,000
Total	$1,267,000,000	$2,801,000,000



Ontario Division's New Chiefs

In the centre stands John R. Shaw of Woodstock, elected chairman for 1920-21; to the left is W. C. Coulter vice-chairman; on the right Secretary Hugh Macdonald.

The annual product of Ontario's farms, mines, forests, industries, etc. (which under the tax power of the Province secures all Ontario Government bonds), would pay off the entire direct bonded debt of the Province over twenty-two times—and do it each year.

"When one considers the achievements of Ontario in connection with war efforts and views the rich and varied resources that await development within our great Province, in common with its sister provinces, we are encouraged to regard the immediate future with confidence and hopefulness."

Election of Officers

The election of officers for the ensuing year resulted as follows:

CHAIRMAN.

J. R. Shaw, Canada Furniture Manufacturers, Ltd., Woodstock.

VICE-CHAIRMAN.

W. C. Coulter, Booth-Coulter Copper & Brass Co., Ltd., Toronto.

EXECUTIVE COMMITTEE.

H. Barrett, Penman's, Limited, Paris.
W. R. Breyfogle, De Laval Co., Limited, Peterboro.
G. C. Cockshutt, Slingsby Mfg. Co., Ltd., Brantford.
W. Cowan, Cowan & Co. of Galt, Limited, Galt.
G. H. Douglas, Thornton & Douglas, Limited, Hamilton.
R. H. Easson, Otto Higel Co., Limited, Toronto.
H. W. Fleury, J. Fleury's Sons, Aurora.
E. H. Gurney, Gurney Foundry Co., Limited, Toronto.
Fred Hatch, Martin Mfg. Co., Limited, Whitby.
T. A. Hollinrake, A. R. Williams Machinery Co., Ltd., Toronto.
J. G. Hossack, Massey-Harris Co., Ltd., Toronto.
Wm. Inglis, John Inglis Co., Limited, Toronto.
Fred Kent, Seaman, Kent Co., Limited, Toronto.
G. M. McGregor, Ford Motor Co. of Canada, Ltd., Ford.
Thos. Roden, Roden Bros., Limited, Toronto.
H. J. Waddie, Canadian Drawn Steel Co., Limited, Hamilton.
C. R. H. Warnock, Galt Knitting Co., Limited, Galt.
S. J. Williams, Williams, Greene & Rowe Co., Ltd., Kitchener.
A. W. White, Geo. White & Sons Co., Limited, London.
F. H. Whitton, Steel Co. of Canada, Limited, Hamilton.

The Power Shortage

A good deal of time was taken up with a discussion of the shortage of hydro-electric power, several members expressing themselves quite forcibly on the subject. Included in the proceedings was the reading of a report on the

power situation at Niagara Falls, which had been prepared by a special committee of the Niagara Falls Branch. The upshot of the debate was the passing of the following resolution:

"Whereas, during the past winter a larger number of the members of this association have suffered very considerable loss as a result of the failure of the Hydro-Electric Power Commission of Ontario to supply the amount of power contracted for—a single member having in ten weeks lost 36,000 hours' work;

"And whereas, such loss involves a most serious decrease in production at a time when the greatest possible production is imperatively necessary;

"And whereas, such loss falls not merely on the employers, but on the workers, who stand to lose the wages they would otherwise earn;

"And whereas, even if the special difficulties encountered in the past few months were overcome before another winter, there would still, unless adequate steps are taken, be a serious shortage, owing to the fact that many of the industries at present served, will require an increased supply and many other industries will be certain to need Hydro power;

"Therefore, be it resolved by this Ontario Division of the Canadian Manufacturers' Association, in annual meeting assembled:

"(1) That the above considerations be brought to the attention of the Hydro-Electric Power Commission, and that the Commission be asked to leave no stone unturned to meet the pressing need which so many industries feel of larger and surer supply of power;

"(2) That before new radial railway enterprises calling for the use of large quantities of power be entered upon, all existing contracts for power be fulfilled;

"(3) And that the Power Committee of the Ontario Division be authorized and empowered to appeal to the Provincial Government for the appointment of a Royal Commission to investigate and report on the production, distribution, and adequate supply of power in all parts of Ontario, so that the industries of the provinces may not be further impeded."

The Fuel Supply

A second resolution bearing on the development of Canada's fuel supply was also adopted by the meeting. This read as follows:

"Whereas Canada's dependence for fuel on foreign countries is increasing to the point of being, economically, a menace;

"And whereas no proper steps are being taken to develop Canada's vast fuel and power resources, in spite of the strongest recommendations made by the Dominion Fuel Controller, which recommendations were referred to the Advisory Council for Scientific and Industrial Research, and in spite of the fact that a Dominion Power Board and a Lignite Utilization Board were appointed over a year ago;

Therefore, be it resolved that the Dominion Government be petitioned to take immediate steps, in co-operation with the interested provinces, to formulate a comprehensive policy for the speedy development of Canada's lignite, peat and other fuel and power resources, with a view to removing the very real menace constituted by the country's present position of humiliating dependence on foreign countries."

Quebec Division in Annual Session

By R. W. GOULD

Secretary, Quebec Division, C.M.A.

QUEBEC Division's first annual meeting took place in the Association's Board Room, 113 Board of Trade Building, Montreal, on Saturday morning, May 22. Owing to the proximity of the holiday and for various other reasons the attendance was not quite as large as might otherwise have been expected, but all necessary business was transacted. The following report, read by the Secretary, outlined the programme of the Division since its organization:

"Boasting an existence of little more than six months, at this early age the Quebec Division of the Manufacturers' Association has proven its worth and justified its existence.

"On Thursday, October 16, the Quebec Division was brought into existence at a provincial convention of the members held in the Windsor Hotel. Its birth was an auspicious one, and round its cradle gathered the wise men of manufacture of the Province of Quebec, and they have assisted it in order to assist themselves during the past six months.

"At this convention C. H. Duggan was appointed the first chairman and C. Howard Smith, its vice-chairman, with a strong executive to back them up. During that six months the division has not had an opportunity to do any spectacular work, but has proved its honest worth. This was demonstrated in no mistakable manner when in January last there came a call from the provincial department of labor that the division appoint a representative to represent the employers of labor of the Province of Quebec to take part in the discussions of a Dominion-wide conference to be held at Ottawa for the purpose of finding ways and means to unify existing provincial labor laws. There was a good attendance at the executive meeting on this occasion, and Mr. John Lowe, of Valleyfield, was appointed to the post and accepted to undertake the work for the division.

"That meeting has already taken place, but I understand the work is not yet completed. The results of the first sessions, however, indicated the need for such a conference, and the division was ably represented by Mr. Lowe, who has already presented a report which he read at the annual meeting of the Montreal Branch held on Wednesday, May 12th.

Quebec City Members

"At the special meeting of the executive when Mr. Lowe was appointed, it was also decided to inaugurate a membership campaign in the City of Quebec. This was done when a luncheon was held in the Chateau Frontenac on Thursday, March 4th, followed by a canvas made largely by the manufacturers, then members of the Association in that city. I am pleased to report, gentlemen, that 30 new members were added to our rolls in the City of Quebec by that effort.

"Good work was done by the division, the effectiveness of which has already been seen, in an effort to prevent the re-enactment of the business Profits War Tax Act, the changes in which were outlined by Sir Henry Drayton in his budget speech a few days ago.

"In this connection the division has done very good work in the past few days in the securing of interpretations of many features of the new budget, and assisting members throughout the province in this way.

"In affairs such as this the division has been found to be invaluable in maintaining contact and unanimity of purpose among the members scattered all over the province. It is difficult to secure good attendance at the meetings owing to the distance the members have to travel, and the fact that they have been very busy with their own personal affairs during the past six months.

"A meeting of the division was held in Quebec, following the luncheon in the Chateau Frontenac at which J. E. Walsh, general manager of the Association, and J. R. K. Bristol, manager of the tariff department, were present. At that

meeting they suggested that in order to equally divide the meetings so that all might get an opportunity to attend some at least with facility, that three meetings per year should be held in Montreal, three in the City of Quebec, and one each in Sherbrooke and Three Rivers.

"I might state here that preparations are now under way for the organization of a branch in the City of Three Rivers, and Mr. Robert Ryan, of that place, has been never-ceasing in his efforts to maintain interest in that centre, and will carry the banner in the effort to organize a branch this fall.

"There is much of the intangible in the moral effect which the creation of the division has had upon the work of the Association, a benefit which cannot be set down upon paper, but which as time goes on will make itself felt more and more in a sort of sub-conscious manner, which cannot be misconstrued, and which will be so clear that he who runs may read."

Industrial Development Committee

One of the important steps taken by the meeting was the appointment of an Industrial Development Committee, the purpose of which was to endeavor to attract new industries to the province. The committee is composed of Robert Ryan, Three Rivers; J. H. Fortier, Paul E. Sise, J. A. Richard, Leslie Drake, Joseph Picard, George D. MacKinnon, C. J. Laframboise, Jean Rolland, W. H. Miner, W. I. Matheson, and J. F. Alain. The Montreal branch has also formed a local committee to assist in this work.

Election of Officers

The following officers have been elected by the Division for the ensuing year:

CHAIRMAN.

C. Howard Smith, Howard Smith Paper Mills, Limited, Montreal.

VICE-CHAIRMAN.

J. H. Fortier, P. T. Legare, Limited, Quebec.

EXECUTIVE COMMITTEE.

Paul E. Sise, Northern Electric Co., Limited, Montreal.
J. A. Richard, Fashion Craft Mfrs., Limited, Montreal.
W. B. Ramsay, A. Ramsay & Son, Montreal.
Lt.-Col. W. J. Sadler, Sadler & Haworth, Montreal.
W. S. Fallis, Sherwin-Williams Co., Montreal.
Raoul Grothe, L. O. Grothe, Limited, Montreal.
R. H. McMaster, Steel Co. of Canada, Limited, Montreal.
B. W. Coghlin, B. J. Coghlin Co., Limited, Montreal.
J. D. Ouellette, Acme Glove Co., Limited, Montreal.
Leslie Drake, Canada Axe & Harvest Tool Co., Montreal.
William D'Oyley Hutchins, Phoenix Bridge & Iron Works, Montreal.
Albert Tetrault, Tetrault Shoe Mfg. Co., Ltd., Montreal.
Michael Hirsch, J. Hirsch & Sons, Limited, Montreal.
Joseph Picard, Rock City Tobacco Co., Quebec.
Joseph Samson, Joseph Samson, Limited, Quebec.
Eugene Julien, Eugene Julien & Cie., Quebec.
J. E. Warrington, The John Ritchie Co., Limited, Quebec.
G. A. Ginac, J. H. Ginac, Limited, Quebec.
Andrew Sangster, Canadian Ingersoll-Rand Co., Sherbrooke.
George D. MacKinnon Steel Co., Limited, Sherbrooke.
C. A. Reynolds, Beiding Paul Corticelli Silk Co., St. Johns.
C. J. Laframboise, Casavant Freres, St. Hyacinthe.
Jean Rolland, The Rolland Paper Co., St. Jerome.
W. H. Miner, The Miner Rubber Co., Granby.
W. I. Matheson, Shawinigan Water & Power Co., Three Rivers.
J. F. Alain, Victoriaville Furniture Co., Victoriaville.
A. A. Paradis, The Victoria Hide & Skin Co., Victoriaville.



C. Howard Smith
Howard Smith Paper Mills, Limited, Montreal
Chairman, 1920-21, Quebec Division



J. H. Fortier
P. T. Legare, Limited, Quebec
Vice-Chairman, 1920-21, Quebec Division

Maritime Division Holds Annual at Moncton

By H. R. THOMPSON
Secretary, Maritime Division, C.M.A.

THE annual meeting of the Maritime Division, C.M.A., was held at Moncton on April 28, 1920, convening at ten o'clock a.m. and continuing throughout the day. In the unavoidable absence of the Chairman, Mr. Angus McLean, who was representing the New Brunswick employers at the recent Industrial Conference at Ottawa, the Vice-Chairman, Mr. L. W. Simms, presided.

Nominating and resolution committees were appointed by the Chair, in order to expedite the election of the officers and committees for the ensuing year, and the drafting and adoption of resolutions.

In the absence of the Chairman of the Transportation Committee, the Secretary reviewed the work of this Committee



R. H. McKay
McKay & Fraser, Limited, New Glasgow, N.S.
Chairman, 1920-21, Maritime Division

for the past year. He explained the necessity for an exhaustive study of all phases of transportation, in view of the fact that the Intercolonial Railway, now a part of the Canadian National Railway System, will probably be brought under the jurisdiction of the Board of Railway Commissioners at an early date. He pointed out that the question of the advances in freight rates, affecting the Maritime Provinces, resolves itself into two chief phases, the political and the purely business. It is anticipated that the three Maritime Governments will jointly review the conditions under which these provinces entered Confederation and that the political aspect of the transportation problem will be considered at the same time. The business aspect is now receiving the attention of the Association.

Legislation Committee

The following bills directly affecting the manufacturers have been presented to the Nova Scotia Legislature:

Amendments to the Workmen's Compensation Act.
Amendments to the Factories Act.
Minimum wages for women employed in Industry.

In the New Brunswick Legislature, enactments have been made as follows:

Providing for the development of Hydro-Electric Power.
Amending and consolidating the Factories Act.
Amending the Workmen's Compensation Act.
Taxation of Unlicensed Insurance.

A special circular, dealing with the above, will be prepared and mailed to the members at an early date.

Accident Prevention

The secretary reviewed the organization and work of the Nova Scotia Accident Prevention Association, for which he has been acting as secretary. Following his remarks a motion was passed, that a committee be appointed in an endeavor to promote an organization to carry on a similar work in New Brunswick. The nominating committee was therefore requested to suggest the appointees.

Election of Officers and Committees

The report of the nominating committee, recommending the appointment of the following officers and committees, was adopted unanimously:

CHAIRMAN.

R. H. McKay, McKay & Fraser, New Glasgow, N.S.

VICE-CHAIRMEN.

L. W. Simms, T. S. Simms & Co., St. John, N.B.
A. G. Robb, Robb Engineering Works, Amherst, N.S.
J. A. Marven, J. A. Marven, Ltd., Moncton, N.B.

EXECUTIVE COMMITTEE

S. E. Elkin, Maritime Mail Co., St. John, N.B.
G. C. McAvity, T. McAvity & Sons, St. John, N.B.
C. D. Dennis, Rhodes, Curry, Limited, Amherst, N.S.
A. D. Ganong, Ganong Brothers, St. Stephen, N.B.
E. E. Shaw, Shaw & Mason, Sydney, N.S.
J. L. McDonald, Atlantic Underwear, Ltd., Moncton, N.B.
H. S. Crowell, New Burrell Johnson Iron Co., Yarmouth, N.S.
A. R. McPherson, Windsor Fdy. & Machine Co., Windsor, N.S.
Geo. W. Hallier, Brandram Henderson, Ltd., Halifax, N.S.
J. T. Cumming, J W. Cumming & Sons, Ltd., New Glasgow, N.S.
Chas. V. Monaghan, Moirs, Limited, Halifax, N.S.
W. D. Piercey, Piercey Supply Co., Ltd., Halifax, N.S.
J. A. Reid, Hartt Boot & Shoe Co., Fredericton, N.B.
C. S. Sutherland, Amherst Boot & Shoe Co., Amherst, N.S.
W. T. Ritcey, Acadia Gas Engine Co., Ltd., Bridgewater, N.S.
Archd. McColl, Nova Scotia Steel & Coal Co., New Glasgow, N.S.
Bruce Stewart, Bruce Stewart Co., Ltd., Charlottetown, P.E.I.

EX-OFFICIO.

W. S. Fisher, Emerson & Fisher, Ltd., St. John, N.B.
Angus McLean, Bathurst Lumber Co., Bathurst, N.B.
F. Magee, F. Magee, Limited, Port Elgin, N.B.
Alex. Wilson, Wilson Box Co., Ltd., St. John, N.B.

Representatives on Executive Council: W. S. Fisher, as Vice-President of C.M.A.; F. Magee, as Chairman Fish Section; Alex. Wilson, as Chairman Box Section; R. H. McKay, as Chairman Maritime Division; J. D. Palmer Fredericton, N.B.; L. W. Simms, St. John, N.B.; C. S. Sutherland, Amherst, N.S.; A. D. Ganong, St. Stephen, N.B.; F. A. Shand, Windsor, N.S.; R. B. Stewart, New Glasgow, N.S.

COMMITTEES.

New Brunswick Legislation: J. A. Reid, Angus McLean, Alex. Wilson.

Nova Scotia Legislation: R. H. McKay, A. H. Whitman, A. G. Robb.

Committee to Promote on Accident Prevention Association in New Brunswick: Angus McLean, L. W. Simms, G. C. McAvity.

Transportation Committee: Angus McLean, H. R. Silver, A. H. Whitman, A. McColl, W. S. Fisher, J. D. Palmer, J. A. Marven.

Power Development Committee: Angus McLean, J. A. Reid, A. A. Colter, W. D. Piercey, H. L. Fenerty, G. V. Monaghan.

Federal Tax Unlicensed Insurance

The Chairman brought up the question of the proposed federal tax on unlicensed insurance and emphasized the necessity for preventing any restriction being placed on the competition which now exists between the licensed and unlicensed insurance companies, pointing out particularly the benefit of being able to place insurance with the New England Factory Mutuals. After full discussion the resolution committee was requested to draft a resolution dealing with this matter.

British Preferential Tariffs.

The secretary informed the members that several boards of trade had passed resolutions favoring the restricting of the preferential tariffs to goods entering Canada through Canadian seaports only. During a discussion which ensued, it was pointed out that such action might adversely affect the importers who were not able to bring in full cargoes and therefore sometimes find it necessary to have their shipments placed in vessels consigned to New York or other United States ports. It was the general opinion that this question should be given exhaustive consideration before any recommendations should be made. The Resolution Committee was requested to suggest a resolution in this regard.

Government Employment Bureaux

It is understood that the Dominion Employment Bureaux are to be discontinued if the individual provinces are not willing to pay half of the maintenance costs. It is generally conceded that there should be some permanent and co-ordinated source for obtaining information as to the supply of and the demand for labor in the various sections of the provinces, with a view to evening up the shortage in one district with the surplus of another, etc. This matter received the consideration of the meeting and the Resolution Committee was requested to draft a resolution requesting the three local governments to give the financial assistance necessary for the continuance of these employment bureaux.

Representation on Power Commissions

A motion was passed that this division endorse the appointment of R. H. McKay as a member of the Nova Scotia Power Commission, representing the manufacturing industry.

A motion was passed that the New Brunswick Government be requested to consider giving the manufacturers direct representation on the New Brunswick Water Power Commission, which is to be appointed in the near future, as a result of an Act passed, at the late session, respecting the development of hydro-electric power in that province.

Proposed Legislation

Motions were passed requesting the New Brunswick and Nova Scotia Legislation Committees to consider the desirability of, and if found advisable, to take action towards arranging for some special party to keep in constant touch with what is transpiring when the local legislatures are in session, in an endeavor to ascertain beforehand what legislation is to be introduced, which will in any way affect the manufacturing industry. This action seems necessary, as it is anticipated that more legislation of a contentious nature will be considered hereafter than probably has been the case in the past. It usually happens that the three local legislatures are in session at the same time, and it is therefore impossible for the secretary to adequately take care of this feature.

Advancing Freight Rates

A motion was passed requesting the Transportation Department at Toronto to carefully consider the need for increased revenue for the railways, before agreeing to the principle of a general advance in freight rates. In any case the straight percentage increases to be most strenuously opposed.

Foundry Pig Iron

The secretary reported that an attempt had been made to get the steel companies in Nova Scotia to make a suitable grade of foundry pig iron, particularly for the use of the foundries in the Maritime Provinces, which are now competing for the western markets, under serious handicaps with the foundries of other provinces. The steel companies, however, have stated that they are not in a position to take this action at present. It is generally considered that the matter should be pursued, and it was therefore referred to the Executive Committee for further attention.



L. W. Simms
T. S. Simms & Co., Limited, St. John
Vice-Chairman, Maritime Division

Invitation from Fredericton

The Fredericton members of the Association extended a cordial invitation to the division to hold its next general meeting in Fredericton. A convention will probably be held during the fall months, and the Executive Committee will consider this thoughtful invitation when making preparations for this meeting.

Resolutions

The following resolutions were presented by the Resolution Committee and were adopted unanimously:

Shipments Through Canadian Ports

Whereas, the British preferential tariffs now apply on all shipments brought through the United States, as well as Canadian ports, and

Whereas, if such tariffs only applied on shipments through Canadian ports, it would mean

(*a*) The intensifying of a more thorough Canadian National Policy.

(*b*) The encouragement of steamship lines plying between Canada and Great Britain and other countries entitled to the preference.

(*c*) The removal from the minds of British exporters any apprehension they may have regarding the availability of Atlantic ports during the winter season.

(*d*) A greater volume of west bound traffic through Atlantic ports and via Canadian National Railways, through the Maritime Provinces.

Therefore be it resolved, that the Maritime Division, Canadian Manufacturers' Association, in meeting assembled at Moncton, April 28th, urge the Tariff Committee of the Association to consider, in all its phases, and from a national standpoint, the question of restricting the British preferences to goods entering Canada through Canadian seaports only, first establishing by close investigation that such restrictions will not adversely affect individual importers.

Further resolved, that if it is found, that sufficient reasons cannot be advanced to warrant the maintenance of the present policy, that representations be made to the Federal authorities to have the restrictions put in force without unnecessary delay.

Taxation of Insurance Companies

Whereas, we understand the Federal Government now has under consideration a proposal to tax unlicensed insurance companies, and

Whereas, it is vitally important to distinguish between ordinary unlicensed companies and New England Mutuals who insure factory sprinklered risks exclusively, and

Whereas, these companies have been of immense benefit to manufacturing interests of Canada through their educational efforts along lines of fire prevention,

Resolved, that the Maritime Division of Canadian Manufacturers' Association in meeting April 28th, 1920, strongly urge upon the Federal Government to avoid any legislation to discourage their business and influence in Canada, and which would remove or restrict the competition afforded by these companies,

Further resolved, that the sense of this resolution be at once transmitted by wire to the Minister of Finance, Ottawa.

Employment Bureaux

Whereas, the Federal Employment Bureaux formerly maintained in the Maritime Provinces, have been closed until such time as the Provincial Governments agree to bear half the cost of their maintenance, and

Whereas, these agencies have proven of great advantage to both employers and workmen and have acted as a clearing house to equalize shortage and surplus of labor, and

Whereas, we understand that all other Provincial Governments have agreed to bear their portion of the expense and to continue these offices;

Therefore be it resolved, that the Maritime Division of this Association assembled in annual meeting at Moncton, April 28th, 1920, respectfully urge upon the respective governments of the Maritime Provinces, that they take steps to reopen and maintain these offices, and that they bear their share of the cost of maintenance.

Further resolved, that copies of this resolution be submitted to the several Provincial Premiers.

Maritime Province Co-operation

Whereas, we understand that it is the intention of the three Maritime Provinces to jointly consider and take action on the question of increased subsidies due these provinces in lieu of land grants to other provinces;

Therefore be it resolved, that the Maritime Division Canadian Manufacturers' Association, in meeting assembled at Moncton, April 28th, express its pleasure at the proposed co-operative action on a matter of extreme importance, and urge that all conditions leading up to and under which these provinces entered Confederation, be reviewed, and that the question of Transportation be given immediate and particular consideration.

Further resolved, that copies of this resolution be forwarded to the Premiers of the three Provinces.

Development of Power

Whereas, in previous resolutions adopted by the Maritime Branch, Canadian Manufacturers Association, the desirability of developing the water powers of the Maritime Provinces was brought to the attention of the Provincial Governments, and

Whereas, it is of the greatest advantage to develop every possible economic source of power, in order that our manufacturing industries can use these resources and be placed in as good a position, respecting needed energy, as the manufacturers of other provinces;

Therefore be it resolved, that at this meeting of the Maritime Division, Canadian Manufacturers' Association, assembled at Moncton this 28th day of April, 1920, that we express our pleasure at the action so far taken by the Nova Scotia and New Brunswick Governments towards the early development of Hydro-Electric Power.

Further resolved, that we urge the Governments to continued action and also to extend to every bona-fide company which is prepared to proceed to develop these resources, every possible encouragement and assistance, and we further recommend that such water power resources as are now held by individuals or corporations for speculative purposes, should be secured by the provinces and so handled that they may be used for the best welfare of the people.

Pacific Division Reviews Year's Work

By HUGH DALTON
Secretary, Pacific Division

THE annual meeting of the Pacific Division, C.M.A., took place in the Board of Trade Rooms, Vancouver, on April 15, with a good attendance of members of the division present. After the reading of the minutes of the previous annual meeting, the secretary presented his report. This read in part as follows:

"During the past year the Executive Committee of this division held twelve meetings; the Legislation Committee held four meetings, the Membership Committee five meetings, and the Transportation Committee one meeting; in addition to which a number of meetings have been held by different groups of manufacturers interested in particular phases of legislation, etc.

"Following out the policy of the Association of encouraging in every way possible the organization of trade sections for the advancement of the interests of manufacturers in one line of industry, and particularly for the building up of export trade, a section composed of the box manufacturers of this province was organized last November. This section comprises seventeen firms in that line of business in different parts of the province, and since its inception fourteen meetings have taken place in the Vancouver offices.

"The membership of the division has continued its steady growth; the membership to-day comprising one hundred and sixty-two (162) manufacturers representing practically every class of industry in the province. A particularly pleasing feature in this connection, and one which has largely contributed to the growth of the Association during the past year, is the enthusiasm of the members familiar with the work of the Association in bringing in new members. The secretary gratefully acknowledges the whole-hearted assistance given him by many members along this line during the past year.

"The Victoria and Vancouver Island Branch of this division, which was organized just prior to our last annual meeting, has also shown a most satisfactory growth. The



James B. Thomson
James Thomson & Sons, Limited, Vancouver
Chairman 1920-21, British Columbia Division



Norman Yarrow
Yarrow's Limited, Victoria, B.C.
Vice-Chairman, 1920-21, British Columbia Division

membership on Vancouver Island to-day comprises thirty-two (32) firms, and the executive of that branch has set an objective of sixty members for the next annual meeting.

"Mr. Norman Yarrow was elected Chairman at the annual meeting of the Victoria and Vancouver Island Branch, held on the 13th instant, with Mr. R. W. Mayhew of the Sidney Rubber Roofing Company as Vice-Chairman, and an executive composed of Messrs. Tomlin, Tate and Graham.

"The Vancouver and Victoria offices of the Association have had numerous visitors from all parts of the world during the past year, and a considerable part of the time of the secretaries of these offices has been placed at the disposal of such visitors, in placing them in touch with local manufacturers, and in furnishing them with information as to goods manufactured elsewhere in Canada, as well as markets in Canada for various raw materials.

"The Vancouver office of the Association was also used for some six weeks in the latter part of 1919 as headquarters for Canadian trade commissioners from Great Britain, South Africa, Australia and New Zealand, and everything possible was done to assist the work of the trade commissioners in meeting manufacturers, importers and exporters, with a view to facilitating Canada's trade abroad. The trade commissioners and the Department of Trade and Commerce have expressed themselves as highly gratified at the services rendered them by the Association during their visit to British Columbia.

"It is gratifying to be able to report that an ever-increasing number of members of this division are availing themselves of the expert assistance of the head office staff of the Association in regard to tariff, transportation, legislation and other matters affecting their individual interests.

"During the past year the Vancouver office of the Association has co-operated in every way possible with the British Columbia offices of the Department of Soldiers' Civil Re-establishment in the work of placing returned men in employment. The co-operation offered by this Association was referred to in highly appreciative terms in the annual report to headquarters at Ottawa by the local S.C.R. offices."

Chairman's Remarks

The Chairman of the Division, Mr. McNeill, explained that, having only just returned from the east, he had not had time to prepare the customary written report reviewing the year's activities. He referred, however, to the gratifying increase in the membership of the division, which from about fifty-two years ago had grown to 162. He expressed the belief that succeeding years would show as great, if not greater, increases. Mr. McNeill then expressed gratification at the fact that the annual general meeting of the Association was to be held on the coast. While there were points of difference between the east and west that were irreconcilable, there were points of contact of far more consequence, and he was glad that many prominent men were coming from the east in order that by personal touch they might smooth away any difficulties that existed.

Election of Officers

The election of officers for 1920-21 was next proceeded with, resulting in the following choice of chairman, vice-chairman and executive:

CHAIRMAN.

J. B. Thomson, Jas. Thomson & Sons, Limited, Vancouver.

VICE-CHAIRMAN.

Norman Yarrow, Yarrows, Limited, Victoria.

EXECUTIVE COMMITTEE.

H. J. Bigger, American Can Co., Vancouver.
F. E. Burke, Wallace Fisheries, Limited, Vancouver.
J. J. Coughlan, J. Coughlan & Sons, Vancouver.
E. W. Hamber, B.C. Mills Timber & Trading Co., Vancouver.
J. W. F. Johnson, B.C. Sugar Refining Co., Limited, Vancouver.
W. H. Leckie, J. Leckie Co., Limited, Vancouver.
H. MacLaren, Simmons, Limited, Vancouver.
J. H. McDonald, B.C. Manufacturing Co., Ltd., New Westminster.
Frank Parsons, Gregory Tire & Rubber Co., Vancouver.
R. B. Sharpe, Pacific Box Co., Limited, Vancouver.
W. C. Shelly, Shelly Bros., Limited, Vancouver.
J. L. Tait, Colonist Printing & Publishing Co., Victoria.
Edwin Tomlin, B.C. Cement Co., Limited, Victoria.
G. W. Wooster, Granby Consolidated M., S. & P. Co., Vancouver.

Representatives on the Executive Council of the General Association were selected as follows: J. B. Thomson, Chairman of the Division; Norman Yarrow, Chairman of the Victoria and Vancouver Island Branch; R. B. Sharpe, Chairman of the Box Manufacturers' Section; F. E. Burke, E. W. Hamber, J. J. Coughlan, and W. H. Leckie.

Resolution to Change Name

A resolution was next submitted to the meeting and carried that, in order that the identity of British Columbia should be retained as a distinctive unit in the organization of the Association, a request should be made to the annual general meeting to have the by-laws changed so that the division shall be known in future as the British Columbia Division, rather than the Pacific Division.

Some time was then spent in discussing arrangements for the annual general meeting and, after votes of thanks to the retiring chairman and secretary, the meeting adjourned.

Standing Committees

At a meeting of the new Executive Committee on April 29, the following standing committees were appointed:

TRANSPORTATION.

H. J. Bigger (Chairman), American Can Co., Vancouver.
J. H. McDonald, B.C. Manufacturing Co., New Westminster.
A. E. McMaster, Whalen Pulp & Paper Mills, Vancouver.
J. E. Hall, Vancouver Milling & Grain Co., Vancouver.
Albert Erb, Davies Paper Box Co., Vancouver.
W. R. W. McIntosh, Kelly, Douglas Co., Vancouver.

TARIFF.

H. MacLaren (Chairman), Simmons, Limited, Vancouver.
O. W. Pearson, Swift Canadian Co., Limited, Vancouver.
E. C. Knight, Vancouver Lumber Co., Vancouver.
T. B. Dixon, Gault Bros., Limited, Vancouver.
L. G. De Merrall, Martin-Senour Co., Victoria.
F. A. Quigley, Vancouver Knitting Co., Limited, Vancouver.

LEGISLATION.

J. B. Thomson (Chairman), Jas. Thomson & Sons, Vancouver.
Wm. McNeill, Western Power Co. of Canada, Ltd., Vancouver.
J. G. Todhunter, Clarke & Stuart, Co., Ltd., Vancouver.
Frank Parsons, Gregory Tire & Rubber Co., Ltd., Vancouver.
W. H. Malkin, The W. H. Malkin Co., Ltd., Vancouver.
E. W. Hamber, B.C. Mills Timber & Trading Co., Vancouver.
W. H. Leckie, J. Leckie & Co., Ltd., Vancouver.

Annual Meeting of the Montreal Branch

By R. W. GOULD

Secretary, Montreal Branch, C.M.A.

ONE of the best-attended and most successful annual meetings of the Montreal Branch, ever held, took place on the afternoon and evening of May 12. The business session took place in the afternoon, following which the annual dinner, attended by 150 members, rounded out the day's proceedings. At the afternoon meeting, which was presided over by the retiring chairman of the branch, Mr. W. J. Sadler, the various reports were presented.

The secretary's report gave a resumé of the year's business of the branch. In part it reads as follows:

The Secretary's Report.

"The problems of your Executive Committee during the past year have been in almost every case those arising out of the reconstruction of business on a peace basis following the war. It took years to win the war, and while no spirit of pessimism is entertained, it will take another year at least in the opinion of many, for that reconstruction programme to be completed and peace conditions finally astride the saddle of commerce and industrial activity. There has been a great industrial development in the City of Montreal amongst our members. Factories have been extended, capital increased and new markets developed. All this brought about greater activity in the Association and made the work of your executive committee more voluminous.

"Many emisaries of industry from all parts of the Empire and from far countries have visited Canada during the past year, and in almost every instance they solicited the assistance and advice of the Montreal Branch officials, for Montreal is never overlooked in a business itinerary of Canada. Your executive was pleased to give assistance and confer with representatives from the United Kingdom, from France, China, Japan, the United States, and Australia. Men from almost every corner of the civilized globe have as a matter of fact been assisted and have returned to their respective countries with very kindly feelings indeed toward the Canadian manufacturer and his association in this country.

"During the year the most fruitful source of labor extraordinary to your executive was perhaps the various forms of legislation introduced in the Federal House and the activities of the Board of Commerce. In the case of the latter your executive members and those interested in various specific forms of legislative and near legislative provisions did their best to assist the Government in all cases where constructive work was attempted. In some cases it was found that there was not a common understanding between the aims of the manufacturers and the Board of Commerce, and delegations who, appearing before the board acted as an interpreting medium and in almost every instance the way was smoothed. It is pretty nearly accepted now that the Board of Commerce in the final analysis in each case realized that your executive and assisting members were not out to oppose Government measures or any other effort that might be made to stabilize the country during the reconstruction period, but rather were anxious and eager to assist and give the Board of Commerce and similar bodies the benefit of their experience, wisdom and advice in any effort that was made to this end. The work in this connection is dealt with in greater detail in the report of the Legislation Committee.

Formation of Quebec Division.

"So far as our internal economy is concerned by far the most outstanding and important step that was taken during the past year was the formation of a Quebec Division, which provides for machinery by which matters of purely provincial interest may be handled with despatch and satisfaction. The Montreal Branch took a very lively interest in this work, and various members from Quebec, Sherbrooke and Three Rivers, as well as other points, assisted in a splendid manner. In November of last year the Division was formed with G. H.

Duggan as chairman and C. Howard Smith as vice-chairman, backed by a strong executive representing the various industrial centres of the Province of Quebec. Good work has been accomplished by reason of the additional facilities given the members through a provincial division, and each succeeding year promises to bring it into a greater sphere of activity and usefulness until the Province of Quebec has the largest and most active division in the whole Dominion.

Relations With Labor.

"Your executive labored incessantly during the year in order to bring about a better understanding between labor in the City of Montreal and employers, largely represented in the Association. In this effort the executive was aided by the labor leaders of the city who realized that a common ground for the discussion of all trouble and grievances whether real or imagined was of prime importance to industrial peace in Montreal. In this effort your executive was signally successful. It is a significant fact that when the civic employees of the waterworks department went out on strike in January last, the labor leaders and the heads of that particular union came to your executive with a request that they be allowed to place their case before the branch with the request that the executive assist as a mediator in the settlement of the trouble. Although in the final settlement the Association did not appear in the arbitration proceedings, and while it may not be generally known it is nevertheless a fact that your executive was actually instrumental in bringing about a settlement of a strike which was dangerous to the best interests of the city and which during its continuance brought much suffering and hardship to bear upon the citizens in all walks of life.

"During the past few months Mr. John Lowe was on invitation of the Federal Government appointed by your executive as the representative of the employers in the Province of Quebec at a conference which has already been held, on the Unification of Provincial Labor Laws. In this matter and in other questions akin to this Mr. Lowe has given the Association splendid service at a great personal sacrifice during the past year, and has become what might be justly termed our plenipotentiary extraordinary in these matters.

Meetings of Executive Committee.

"Eight meetings of the Executive Committee were held during the year with an average attendance of fifteen. During the past three months our members have been unusually busy with their personal business interests, and it has been very dicult for them to get away from their business to attend Association meetings, of which there have been many of a special character."

Reception and Membership Committee

The report of the Reception and Membership Committee was presented by its chairman, Mr. F. W. Stuart. It read as follows:

"One year ago when this committee presented its report at the annual meeting it was announced that there had been a net gain in the membership of the branch during the year of thirty-four members. 'This,' to quote the report, 'is by far the largest percentage of increase which the branch has enjoyed for a number of years, and is in itself a marked recognition of the Association's endeavors during the past twelve months on behalf of its members.' This year I am pleased to report a net gain membership for the year of 173. In addition to this total we have secured seven new members during the present month, not included in the above calculation, which rounds our year out with a net gain of 180 new members.

"The record of applications and resignations during the past year by months is as follows:

	Applications.	Resignations.
May	5	0
June	4	2
July	3	0
September	17	2
October	4	2
November	1	2
December	10	2
January	120	4
February	13	1
March	2	2
April	12	0

"This gives us a total new membership for the year of 190 and a total of 17 resignations. The total number of members in the branch at the end of last year was 621, while the total number of members at the present time in the branch is 794, a net gain of 173, not taking into account the seven new members during the present month which officially will be added to the count of the new year.

"It will be noted that January is credited with 120 new members. This was the result of the membership campaign which was carried on during the month of December concurrently in every Division in the Association. The Montreal Branch gave the Ontario Division a close run for premier position in this campaign, and was beaten out by a very small margin. The impetus of the December campaign has not died out as yet, and it will be noted that February brought thirteen new members and April twelve more.

Reasons for Resignations.

"At this juncture permit me to point out that in the case of the seventeen resignations in almost every case they were brought about owing to the discontinuance of business by firms holding these memberships or by amalgamations of groups whose activities were along kindred lines. The increase therefore in membership during the past year is considerably in excess of the total membership increase of the branch in the past six years.

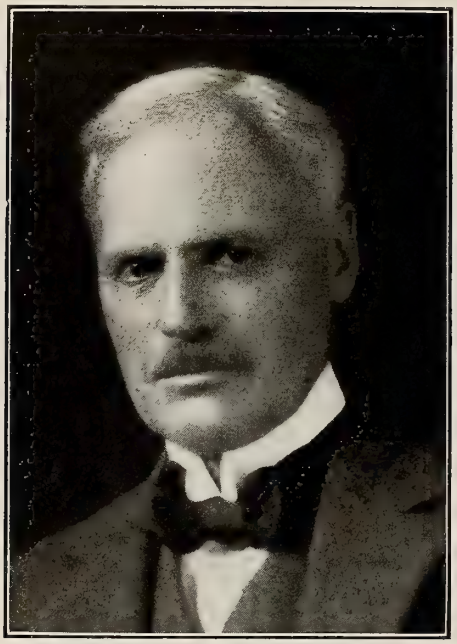
"Although the Montreal Branch has not yet secured a 100 per cent. membership of all eligible manufacturers within its jurisdiction it is estimated that there is not more than six per cent. of our eligible manufacturers outside the pale of the Association, and it is hoped that during the coming twelve months these will be gathered into the fold. During the campaign, in most cases, no great difficulty was experienced in convincing the prospects visited to take membership in the Association. This your committee took as a strong indication that the work of the Association has become very well and favorably known even among the few manufacturers who have not yet joined the organization.

"In passing I wish to pay a tribute to those who made a personal sacrifice of their business interests to assist in the membership campaign, which without their thorough cooperation and effort would not have been the success it was. The team captains and team members worked arduously and long on the campaign, and I would like to thank especially Messrs. S. W. Ewing, F. R. Whittal, A. H. Brittain, James L. Waldie, Paul F. Sise and H. L. Perchard for the splendid work which they accomplished in this effort.

"During the year six dinners and luncheon meetings were held, the first being the occasion of the organization of

the Quebec Division on October 16th, at which there was a good attendance. There then followed the meeting on January 8th, when Roger W. Babson addressed a joint luncheon of the Kiwanis Club, the Montreal Publicity Association and the Canadian Manufacturers' Association. There was an attendance of considerably over 600, and the meeting was a splendid success. The quarterly dinner was held on February 4th, at which Hon. Robert Rogers was the speaker. This was attended by 120. A luncheon was held in the City of Quebec on March 4th in connection with a drive for members in that city. Hon. L. A. Taschereau, Attorney-General and acting Prime Minister of the Province, was the chief speaker. There were 74 present, and some 30 new members were secured through the effort.

"The Dominion Council meeting of March 25th was held in Montreal, there being an attendance of seventy-eight at the noon luncheon. The speaker on this occasion was J. A. Woodward, one of the labor leaders of the city. The latest luncheon meeting was that arranged for the officials of the Alberta Industrial Development Association, which was held on April 27th, at which there was an attendance of seventy-three.



F. W. Stewart
Cluett, Peabody & Co., of Canada, Limited
Chairman, 1920-21, Montreal Branch

"There is still much work to be done in Montreal in the matter of increasing the membership, and it is hoped that at the next annual meeting the committee will be able to report 100 per cent. membership in this city."

Legislation Committee

The following report was presented by the Legislation Committee, of which Mr. B. W. Coglin is chairman:

"The work of the Legislation Committee during the past year has been considerable in volume. Much of the special details of the work however fell upon the shoulders of those members whose manufacturing interests were peculiarly affected by legislation which was introduced both before the House at Ottawa and in the Provincial Parliament at Quebec.

"Overshadowing all the legislation which contained objectionable clauses which were brought down in these Houses were the restrictions and demands made upon the manufacturing community by the Board of Commerce. During the year history-making and celebrated arguments were carried on between this Board and various sections of the manufacturing interests.

"The most important of those was perhaps that between the Board of Commerce and the textile manufacturers. This arose out of the issuance of a questionnaire which contained many objectionable clauses and caused the textile industry no little concern all over Canada. The Montreal textile people were particularly active in this matter, and were later joined in their efforts by kindred manufacturing interests in the textile trade. The results of the effort on the whole were satisfactory, but their final culmination is yet to be seen.

"The latest work of the committee was that in connection with Bill No. 27, the Food and Drugs Bill, introduced in the House by Hon. N. W. Rowell. The results attained by the Montreal manufacturers affected by this bill doubtless crowned all previous efforts during the year, at Ottawa, of this character. They in co-operation with the Ontario manufacturers of similar lines put up a splendid and winning fight which removed many of the objectionable clauses from the bill entirely, and deleted portions of other clauses not conducive to the welfare of manufacturers of lines affected.

"The effort to prevent the re-enactment of the Business Profits War Tax Act was something upon which considerable time was spent by your committee. Representations were made to various members of the cabinet as well as members of parliament, and a memorandum was presented to the Government officially. Copies of these memorandums were sent out to various boards of trades and similar organizations throughout the province who concurred in our actions and also made representations to the Government in their own behalf.

Business Profits War Tax.

"Recently information has been received from Ottawa that the Government intended to re-enact this Act and a second effort was made, the members representing Montreal being appealed to by members of the Association, asking them to give the matter their immediate attention. The outlook, however, at the present time is that there will be a re-enactment of the Act, the Government pleading that no other vehicle of a more acceptable character can be devised to take the place of the Business Profits War Tax Act in the raising of revenue.

"Your committee has given some assistance to the Premium Payers Committee, recently organized under the auspices of the Association, to fight the proposal of the Government to place a tax of 15% upon unlicensed insurance companies, which will, if passed, include the mutuals and reciprocals in which many of our members are interested. A delegation proceeded to Ottawa on May 1st and interviewed Sir Henry Drayton, Minister of Finance, and Hon. C. C. Ballantyne, Minister of Marine and Fisheries, on this subject. The outcome of this interview has not yet been made known, and not until the budget is brought down will we learn whether or not our representations were successful.

"The Association through its committee took a great interest in several measures going through the Provincial Parliament, chief among which was the bill introduced by Hon. L. A. David, Provincial Secretary, for the creation of a commission to draft a new civic charter for the City of Montreal. The Association demanded of the Government that it be given a representative on this commission. This the Government, however, refused to do but assured the Association to a certain degree of its satisfaction that the interests of the manufacturers of Montreal would be safeguarded zealously in the drafting of the new proposed charter.

"The entire and complete co-operation of the legal department at head office, under Mr. H. Macdonald, has during the

past year been a source of great satisfaction to not only the Legislation Committee but also the entire branch membership. Many legal enquiries were directed to the legal department, and they were attended to with a despatch and efficiency which could not but make for satisfaction in the service rendered.

"One or two more or less serious matters of difference between members of the Association over contracts, etc., in different parts of Canada were brought to the attention of the committee of the branch which co-operated with head office in any way possible tending towards their settlement, which was the final outcome of such disputes in every instance."

Chairman's Address

A feature of the proceedings was the annual address of the chairman, Mr. W. J. Sadler, which is reproduced in full:

"It is with not a little temerity that I approach the task of attempting to make even a superficial survey of the events that have called for the attention of the industrial communities of Canada during the past year. It is true that when one year ago we met for the annual meeting, we talked of the new era of peace and reconstruction that was upon us. We have experienced the task of reconstruction, which is not yet completed, but, of the era of peace, we have found that we shifted from a struggle of nations to a struggle of classes. We have cried 'Peace, peace' while at the same time we have been seeking for that peace which we were loudly declaiming to our fellows.

"So far as our experience of the past year has been concerned, in many things our lot has not been cast in pleasant places. I am pleased, however, to point out that so far as Canada has been concerned, while we have had our industrial disputes and our industrial troubles, we have not suffered to such an extent by these scourges as the European nations nor yet the nation to the south of us. In the maintenance of a sound and sane industrial peace in Canada, the Canadian Manufacturers' Association has played a not unimportant role, and in that effort the Montreal Branch has taken its share of the responsibility and effort and I think has shouldered that responsibility with some degree of success.

Catastrophe of the War.

"It was not until the past year that we came to realize to the fullest extent what a great catastrophe the world war really was. During the years of the struggle and following immediately upon its heels we felt more keenly the heart pangs in the loss of thousands of our young men. To-day we are feeling to the full extent, may I say, the industrial pangs of their loss. It is pleasing to note that during the past six months there appears to have been an easing off in the industrial unrest in Canada as compared with the corresponding period last year. When the thousands of soldiers of Canada came pouring back home, it was impossible for our industrial establishments to absorb them as rapidly as they returned. This caused unrest and dissatisfaction. The industries have, however, to a large extent been able to overtake this problem and to-day nearly all of the returned soldiers are rehabilitated in civilian life, and their influence for good is beginning to be felt in every avenue of activity in Canada.

"During the past year our export trade in Canada has grown by leaps and bounds. We have stretched the tentacles of trade far out across oceans and continents and have made new business friends in every civilized country. The glory of gallantry given to the word 'Canada' by our sons on European battlefields has been reinforced by the quality of the Canadian manufactured product throughout the world. Indeed our export trade might be doubled, nay trebled, during the next year providing our manufacturers in this country were in a position to successfully fill the great demands made upon them by foreign markets. Our greatest difficulty at the present time is to secure the goods to satisfy the market. The demand far exceeds the supply and orders go begging up and down the country.

"The Canadian manufacturer with his accustomed foresight and keen business acumen is preparing as rapidly as he is able to take care of these demands for additional manufactured goods, and our manufacturing plants are expanding all over the country. The indications are to-day that within the next twelve months Canadian manufacturers will be in a position where they will be able to meet in a measure the great demands of the outside world for her products.



B. W. Coghlin
B. J. Coghlin Co., Limited
Vice-Chairman, 1920-21, Montreal Branch

"Closely allied with industrial unrest and the great demand for goods especially in Europe, we have passed through an unprecedented period in the last year in the matter of the cost of living. As wages have increased and the cost of raw materials have been forced upwards by the great demand, the cost of the necessities of life have risen until to-day we are carrying a cost of living budget never before equalled in our history. One of our old English assayists a half century ago in writing on 'The Pleasures of Wealth' remarks that full contentment should come to a man on £400 per year, and he points out that, with this income, one might own a comfortable estate, keep a butler, two maids, a gardener and a coachman and withal not fear the wolf at the door. To-day such an establishment on $2,000 per annum sounds like the tale of Alladin's Lamp. In view of this condition I am more and more of the opinion that the old war-time clarion call of 'Patriotism and Production' is what we need in Canada in these days of reconstruction even as much as we did in the days when we were at grips with the Central Powers of Europe.

"Among other disturbing elements to-day that calls loudly for our attention is the tangled situation with respect to the

exchange rate. Canada is suffering but a little from this condition, but it is possible, as some of our financiers have pointed out, that this indeed may be a blessing in disguise, that it is a strong stimulus toward the production of more goods in our own country, the purchase of our own goods more exclusively and in many other ways a general tonic for our national pride in achievement. The situation it seems will not become very much more acute, and it is hoped that in the not far distant future Canada will have reached that point in her production and export to the United States, where she will have corrected a most aggravating financial circumstance.

Problems of Tariff.

"The tariff problem is one which your Executive has been taking a deep interest in. The Association has now a large and very comprehensive scheme, whereby it may assist the Government materially in the carrying out of the idea of establishing a Tariff Commission similar to that in the United States. A scientific study of the tariff will be made, and the Association is arranging that when this is started we will be in possession of an array of facts and figures which will show plainly and truthfully, beyond the possibility of refutation, what tariff means to our national life, to our industries,, and what a broad programme of free trade, as a national policy, would bring in its train, in undermining the very groundwork of our prosperity as a country.

"Indications are—and I do not wish to pose as a prophet—that the next general election in Canada will see the tariff question one of the features of the campaign. There has grown up in our country west of the Great Lakes a section of the people bound to the doctrine of free trade. They undoubtedly will press their claims with all the strength they possess at the next occasion at the polls. The Canadian Manufacturers' Association must impress upon the people of Canada that it does not demand a protective tariff that will assist the manufacturers as a class, at the expense of the rest of the population, but it does desire a tariff which, in its application, will prove to be the greatest good for the greatest number. That a reasonable amount of protection is the system by which the greatest good to the greatest number may be obtained by a national policy for Canada, the Canadian Manufacturers' Association is prepared to prove by facts based on the actual conditions in this country and neighboring countries.

Liquidation of National Debt.

"This question suggests the problem of the liquidation of the great national debt, which to-day is causing no little concern in Canada. This great debt, piled up by our participation in the war, is in many respects our sinking fund of sacrifice. It will not be for us, within our allotted span of four score years and ten to liquidate it, but it is for us to lay the foundations broad and deep of a programme which, when carried out by our children and children's children will sweep that debt out of existence as gloriously and successfully as did our gallant sons sweep the enemy from their path on the Western front during five years of war.

"Turning from questions of national import, I would like to dwell for a moment upon one or two of our domestic problems as a city. Montreal, for her size and importance as a manufacturing centre and the commercial metropolis of Canada, is, to my mind, woefully lacking in what I may be permitted to term a comprehensive advertising programme. I am firmly convinced that, if the city of Montreal would organize a publicity and information department, or better, perhaps, the province organize such a department, and it be operated scientifically and efficiently, many manufacturers from the United Kingdom and the United States would be attracted to the province of Quebec for the location of subsidiary plants. When we remember that during the past year upwards of twenty American concerns have, or are about to, establish subsidiary plants within this province, without having any particular invitation to locate here, we will realize the potentialities of our province in this respect. I would respectfully suggest that this matter be given consideration by the incoming Executive.

"As our city grows and expands our civic viewpoint must grow and expand, if we are to keep pace. In this connection I am of the opinion that the time has come when Montreal for the proper conduct of her business, needs a tube system for the handling of passenger traffic. I do not mean to imply by this that our radial system is inefficient, but there comes a time in all large cities when no radial system, no matter how efficiently conducted, is able to meet and cope with the growing problem of passenger traffic. This, too, is a matter which I believe, in the interest of our city, the incoming Executive should give a measure of attention.

The Million-Dollar Fund.

"Returning once more to the work of the Association before I close, permit me to refer briefly to the Emergency Fund which the Association is now attempting to raise among its members. One million dollars is the objective, and many of the problems which I have referred to previously in this report will, if they are tackled in earnest, require the expenditure of considerable sums of money. Our services must be broadened and increased if we are to give our members the assistance which we desire to give them. Our Tariff Department is greatly in need of extension, as are our other departments. Quebec has been allotted $300,000 as her quota of this total, and it is my earnest hope that we will be able to reach our objective before the end of the month and demonstrate to the Association that our Division and Branches in this Province are not lacking in initiative and enthusiasm. Mr. T. P. Howard, our Dominion President, will give you an address at our dinner which will follow this meeting and outline in detail the programme upon which this fund will be expended.

"Time does not permit me to touch on other important questions, of which there are many, and I have chosen almost at random those which I have referred to. I desire before I close to thank you all heartily for your attendance at this annual meeting, and for the splendid support which you gave me during the year which is gone in the work of the Association, when I had the honor to act as your chairman. I feel sure that our meeting together to-day, for a resume of our year's work, will not be without its beneficial results, and I am certain that the next year will prove the most fruitful, as each succeeding year should, in the history of our Branch and of the Association as a whole. I thank you."

Election of Officers

The following officers were elected for the ensuing year:—

CHAIRMAN.

F. W. Stewart, Cluett, Peabody & Co. of Canada, Limited.

VICE-CHAIRMAN.

B. W. Coghlin, B. J. Coghlin Co., Limited.

EXECUTIVE COMMITTEE.

A. H. Brittain, Maritime Fish Corporation, Limited.
E. C. Budge, Budge Carbon Paper Mfg. Co., Ltd.
F. G. Daniels, Dominion Textile Co., Ltd.
Joseph Daoust, Daoust, Lalonde & Co., Ltd.
A. S. Falle, Waltham Watch Co., Ltd.
I. Greenberg, Greenberg-Smith Company.

Art. Harries, the Canada Paper Box Co., Ltd.
Paul E. Joubert, Lamontagne, Ltd.
John Lowe, Montreal Cottons, Ltd.
W. H. Miner, Miner Rubber Co., Ltd.
J. A. Richard, Fashion-Craft Mfrs., Ltd.
Lieut. C. P. Slater, Geo. A. Slater, Ltd.
Julien C. Smith, Canada Carbide Co., Ltd.
Eug. Tarte, La Patrie Publishing Co., Ltd.
Jos. L. Waldie, Canadian Tube & Iron Co., Ltd.
F. R. Whittall, A. R. Whittall Can Ca., Ltd.

Annual Banquet

The annual dinner of the Branch was graced by the attendance of several prominent public men, among them being Colonel Grant Morden, Sir James McKechnie, K.B.E., Senator J. P. B. Casgrain, J. W. Norcross, W. F. Foster, B. W. Coghlin, Lieut.-Col. W. J. Sadler, E. B. Bristol, M.P., Hon. Frank Carrel, Major-General Sir Alexander Bertram and others. The new chairman of the Branch, Mr. F. W. Stewart, presided.

Mr. T. P. Howard, in his address, as president of the Dominion C.M.A., spoke along the lines of the necessity for a scientific tariff board for Canada, which could settle the question of tariff on actuarial bases.

"We approached the Government on this matter," said Mr. Howard, "and in this we were supported by the labor elements. The better classes of the labor unions to-day are not opposed to protection, and I am glad to say that they are as patriotic in their impulses for the betterment of Canadian industry as are the best in Great Britain. This matter, when it is taken up, will be considered with the support of 1,600 labor unions of Canada, as well as the manufacturers and employers."

Mr. Howard then dealt with the importance of the establishment of a Canadian Chamber of Commerce at London, and other work in the interests of both employers and employees, and said that for this a large amount of money would be required, for which the million dollar fund was being raised.

Sir James McKechnie, chairman of Vickers, Limited, who is on a visit to Canada, followed, and gave a short address, in which he dealt with the position of shipbuilding in Great Britain and Canada. He said he had been greatly struck with the manner in which the Canadian employees entered into their work, as compared with the manner of the workers in England. If the present manner went on, he said, the future of the steel shipbuilding industry in Canada was assured. Sir James spoke of the apprentice system in this country, and urged that in the shipbuilding work apprentices should be trained during the first years of their work, so that they would be really trained, and not made mere helpers to other skilled workmen.

"Train your boys so that they will be skilled workers," he said, "and make it compulsory that employers so train them, that in future the Dominion will have a crop of skilled workers growing out of the younger generation of apprentices. That will be the means of securing the future of the Canadian shipbuilding industry."

Col. Grant Morden

Col. Grant Morden, who was well received, spoke in part as follows:

In opening his remarks, Col. Grant Morden said he was a very old member of the Canadian Manufacturers' Association, though he had not had the opportunity of attending an annual banquet for nearly twenty years. He recalled that on the last occasion he had heard a speech by the late Sir Wilfrid Laurier, who followed the trail that was blazed by that great Empire-builder, the late Sir John A. Macdonald.

"You are not taking to heart that broad view of the future that these great pioneer Canadians did in the past," said Colonel Morden, "and yet there never was a time in the history of this country, facing a great war debt, when it was so necessary to look into the future to convert the undoubted resources of this great Dominion into dollars and cents, not only to enable you to pay off the war debt, but to put this great country in a foremost position among the nations that form the British Empire."

Col. Morden referred to the Federation of British Industries in England, representing some four thousand millions sterling invested in industry in the United Kingdom. He had been opposed to that organization being turned into a political force, and he said his reasons would apply equally to the Canadian Manufacturers' Association. "In the first place, I am entirely opposed to class government," he said. "It is absolutely against the great democratic system of government which has been the pattern of the United Kingdom and for liberty-loving people throughout the world. I do not believe in the Farmers' party, and a Farmers' Government would be disastrous. It would mean class rule. The object of the British Constitution has always been for fair representation of all classes, and this means fair protection for each particular class. Having these views, but also feeling that the industrial classes of England were not proportionately represented in the Imperial Parliament—and I do not think they are equitably represented to-day in your Parliament in Canada, I endeavored to work out a plan by which we could get this representation without anyone being able to point out that we, as industrialists, were attempting to form a party or to bring influence on the Government to the detriment of the other classes of the community. This resulted in the formation of the British Commonwealth Union. The Federation of British Industries accepted our views, and their members liberally responded in the way of funds."

Protection of Industry.

The lines of procedure were explained by the speaker, showing that any candidate or member, whether Liberal, Unionist, or Tory, was only required to pledge himself to stand solidly with the British Commonwealth Union in regard to the protection of industry. As a result, 87 members of Parliament were elected who were pledged in that way, and others had followed, so that to-day there were 100 members of the Imperial Parliament pledged to protect manufacturing interests in the United Kingdom. Col. Morden said he was chairman of the political committee of that Union. As to the supposition that he would be opposed by labor as the representative of capitalists, he said labor leaders in England were beginning to realize to-day that the interests of capital and labor were one. There had been no outcry from labor in England either in respect to industrial consolidations or banking consolidations, though more of such combinations had taken place in the last year or two than in the last half century.

"Our labor leaders in England have learned much; they have a great vision of Empire," continued Col. Morden. "Surely your labor leaders are not going to be behind in their views with the labor leaders of the United Kingdom? Why, with their initiative, they should welcome consolidations of industrial concerns, which mean greater stability to industry, which assures greater security of tenure of employment. They should also know that the more prosperous a concern becomes, the more that concern can afford to distribute amongst its employees.

"My business colleagues in Canada and myself are to-day giving great attention to a plan that will be announced in due course, by which we will give our employees not only an opportunity to participate in the success of our industry,

but also for representation on our directorate. I always believe in meeting labor, not across the table, but around the table."

The Canadian Association in London, of which he is chairman, was next referred to by Col. Morden. Its aim was to co-ordinate and combine efforts to advance the interests of the Dominion. Now he had been empowered by the committee to place before the Canadian Manufacturers' Association their willingness to convert this organization into a Canadian Chamber of Commerce in London. The American Chamber of Commerce there had accomplished great things for its own country. "If your organization will support us, we are prepared to take the bulk of the financial burden and devote our energy to the building up of a Canadian Chamber of Commerce in London. The Minister of Trade and Commerce, Sir George Foster, now acting premier, has stated to me that, provided we establish such a Chamber of Commerce on lines that would be beneficial to Canada, and of a permanent nature, he is entirely in favor of it being done.

Inland Waterways

Col. Morden emphasized the transportation possibilities of the St. Lawrence if its canals were enlarged, and asserted that in spite of the vaporings of a certain member of Parliament at Ottawa, Canada had the cheapest water transportation in the world. Was it realized that a ton of bulk freight was carried eastwards for one-tenth of a cent per ton per mile, that the Canada Steamship Lines carried a ton of freight 1,000 miles for one dollar? Also, that it carried bulk freight westwards for exactly half its eastern rate, which meant carrying a ton of freight 1,000 miles for fifty cents? Ocean tonnage to-day costs over three times that amount. Apparently the member for North Lambton did not consider for one moment the cheapness of the rates or the efficiency in the service. All that he did was to point out that this company had built up in the course of seven years assets two or three times in excess of their original value. "Let me say that this company until last year did not distribute any of their profits in dividends to their common stockholders. I can give a reason why, with these abnormally low rates, the company can make a substantial profit. I can give the answer in one word, and that word is efficiency."

Touching on the shipbuilding industry, the speaker referred to the steel plants of Sydney, and their wonderful facilities in having the raw material at hand, and the finest geographical position. It would be obvious that with ships, there would be a complete circle in industry, which would make the country quite independent. The British Empire Steel Corporation was going to build ships. Iron and steel had made both England and the United States. Canada was now getting her opportunity.

Commons' Criticism

The recent debate inaugurated by Mr. Richardson in the House of Commons, when he introduced a motion to investigate the British Empire Steel Corporation was next reviewed by Col. Morden, who said the member for Springfield had apparently been misled by a most malicious letter from a source not disclosed. As to Dr. Michael Clark's criticisms, if his reasoning were followed, the industrial interests of Canada would have no protection whatever, and Canada would be used as a dumping ground for foreign manufactures. The speaker expressed appreciation of the speech made by Mr. Nesbitt, North Oxford, also that of Col. Currie, North Simcoe, in which they pointed out that the United States Steel Corporation, the greatest steel corporation in the world, was selling steel at very much lower prices than any independent company, and that this corporation had proved a great benefit to the United States as a whole. As to W. F. Maclean's comments, Col. Morden wondered if he had not been reading the newspapers and heard of the Government railroad deficits? Did he want the people of Canada to pay for similar deficits in the water transportation companies or the steel companies? Remarks that the English labor men were all free traders were not correct. They had had practical experience in the past of the harm wrought by free trade. Some of these critics should cross over and test feeling at the present day. The leader of the Opposition, the Hon. Mackenzie King, said Col. Morden had made a most statesmanlike speech. He had said that competition was not between company and company, nor country and country, but between continent and continent. How could Canada, in point of capital and population, ever expect to compete against the great and wealthy nations of the world unless she combined her own interests in similar lines of industry, unless she associated these with others within the Empire, which would provide her with the capital, the experience, and the marketing powers possessed particularly by the United Kingdom? We must have industrial partnership within the Empire. With such partnership we can defy all outside competition. We can then have free trade within the Empire. When the public of Canada fully realized the ultra-conservative capitalization and the whole method of procedure in this consolidation, and the advantages that were going to accrue not only to the shareholders of the individual companies, but to Canada as a whole, instead of one word of criticism, there would be nothing but praise.

Tuckett Tobacco Co.

A Good-sized Increase in Profits Recorded by this Company for Last Fiscal Year

Profits of the Tuckett Tobacco Co. for the year ending March 31st, amounted to $333,131, as against $264,113 in 1918-19 and $201,481 in 1917-18. Earnings on common were about 7.7 per cent. as compared with 4.5 per cent. in the previous year. After paying $140,000 on preferred and $50,000 on ordinary shares, the balance at profit and loss stood at $605,177, which represents an increase from $462,046 for the year. In his report, the president, Mr. Howard S. Ambrose, states that to meet the increased demand for cigars additional factory space has been acquired adjoining the Montreal plant.

Back Numbers Wanted

If any of our readers have copies of the May, 1919, and October, 1919, issues of INDUSTRIAL CANADA, for which they have no further use, would they be kind enough to send them to the office of publication, 1301 Bank of Hamilton Building, Toronto. Both these issues are completely out of print and a few copies are urgently needed.

Toronto Branch Reviews Its Year

By H. MACDONALD
Secretary Toronto Branch, C.M.A.

IMMEDIATELY following the annual meeting of the Ontario Division on April 29, the Toronto Branch held its annual meeting. After a short adjournment at five o'clock, dinner was served at seven o'clock, and business was resumed immediately thereafter.

The first item on the agenda was the report of the Secretary, which read in part as follows:—

"During the year, the Executive Committee which, inclusive of *ex-officio* members, consisted of 23, was convened at 32 meetings—12 ordinary and 20 special occasions—as against 30 in the preceding year.

"Two special general meetings of the Branch were held in the course of the year—one on September 26th, to receive a report of the National Industrial Conference held in Ottawa, September 15th-20th, when it was unanimously agreed to recommend to the General Executive Committee that a permanent Department of Industrial Relations be organized to study labor questions, and to be prepared to furnish expert assistance in connection with any further industrial conferences that may be held.

"Another special general meeting of the Branch was held on Wednesday, 29th January, when an important address was delivered by Mr. Thos. Mulvey, K.C., Under Secretary of State, Ottawa, on "Blue Sky Law"—a bill for this purpose having been introduced last year in the local Legislature.

Work of Educational Committee

"The Educational Committee held two meetings, and the usual prizes, amounting in value approximately to $200, were awarded to the evening classes in the Central Technical School. Fifty-two scholarships donated by members of the Toronto Branch were awarded to qualified students in the day school, with conspicuously satisfactory results. A grant of $50 was awarded to the Ontario College of Art for the current year. It should be noted that the Association, through its membership in the Advisory Industrial Committee of the Board of Education, is directly represented in the administration of the Central Technical School, the representatives being Messrs. Geo. Brigden, W. C. Coulter and W. H. Shapley. According to the terms of the Ontario College of Art Act (No. 177, 2 Geo. V, 1912), the Association is entitled to a representation of two, the present representatives being Messrs. John Alexander and Thos. Roden.

"Messrs. Thos. Roden, W. C. Coulter and A. Nieghorn were elected representatives to the Bureau of Industrial Research, Royal Canadian Institute, for the ensuing year.

"Mr. George Brigden was appointed the representative of the Branch on the Joint Committee of Technical Organizations.

"Messrs. Thos. Roden and Ed. J. Freyseng were appointed representatives on the Citizens' Business Council, organized to co-operate in assisting in replacing discharged soldiers in civil life.

"Messrs. W. C. Coulter, J. P. Murray and the Secretary were appointed an Advisory Committee to assist the Victory Loan Toronto Executive.

"The Chairman and the Secretary were appointed as representatives of the Branch on the Executive of the Ontario Safety League.

"The average attendance at meetings of the Executive Committee has been five, which constituted a good working quorum. In this connection, we are happy to realize that all the members of the Executive Committee are always available to us with their counsel and advice, when special occasion requires.

"The expenditures from the general revenue of the Association for Branch purposes during the past year amounted to $3,897.30, an increase of $1,405.41 over the corresponding period of last year.

"The classification of membership indicates a possible revenue receivable from the territory allotted to the Branch of $33,190.00, being an increase of $9,960.00 on the previous year, due chiefly to the increase of fees and partly to increased membership.

"One hundred and thirty-one applications for membership were received and accepted for the year and 39 resignations, chiefly due to firms discontinuing business and amalgamations—some lines being adversely affected by the abnormal trade conditions—there being no resignation known as due to dissatisfaction with the services given in any of our Departments. Our Toronto Branch membership now stands at 920 firms and corporations, a gratifying net increase of 92 for the year.

"The Bureau of Advice and Information also received, during the year, numerous inquiries and extensive correspondence. Our members have evinced continued appreciation of this Department, its services unquestionably saving



T. A. Hollinrake
The A. R. Williams Machinery Co., Limited
Chairman, 1920-21, Toronto Branch

a considerable amount to the manufacturers. Advertising schemes, in particular, should, when any doubt exists, be referred to the Bureau of Advice and Information before any contract is made. Numerous statutory declarations and affidavits for members were taken by your Secretary during the year.

"Your Secretary attended the sittings of the Royal Commission on Industrial Relations in the City Hall on May 26th, 27th and 28th, and organized the delegates appointed to give evidence as to the causes of industrial unrest."

Executive Committee's Report

An exhaustive report on the year's work was next presented by the Executive Committee. This report referred in detail to the organization work done by the Executive in connection with the sittings in Toronto of the Royal Commission on Industrial Relations; the efforts put forth by the Branch to secure a settlement of the labor unrest arising from the deadlock in the metal industries; the participation of the Branch in conferences having in view the unifying of proposals for a civic war memorial; consideration of the question of uniformity in the payment of returned soldiers under vocational training, etc. Other matters dealt with included the street car strike, the formation of a police union, the establishment of closer relations between engineers and manufacturers, offences to the city smoke by-law, the coal situation, representation of manufacturers on public bodies, shortage of power, amendments to the Assessment Act, and burdensome taxation. In conclusion, the report said:—

"The industries during the year have been working under exceptional circumstances. Among the difficulties they are at present combating are shortage of skilled labor, high operating costs, serious shortage of raw material, and lack of coal, while there is a preponderance of orders at the mills.

"Generally speaking, the work of the past year has been of a character that necessitated an unusual amount of research, correspondence and compilation, with useful results accomplished.

"Due to the divisional organization of the Association, the sphere of work of your Committee has of necessity been confined to subjects of an immediate and local character, but these furnish such variety and scope as to fully engage the time of your Executive Committee and sub-committees. Not only have unprecedented burdens been borne by the official staff, but the abnormal demands upon the committees, which have far surpassed any previous year, suggest that next year the Executive should consider some plan of arrangement rendering less frequent meetings necessary, without in any way intending to impair the services."

Educational Committee's Report

A valuable report on the year's developments in connection with technical education in Toronto was presented to the meeting by George Brigden, chairman of the Educational Committee. After referring in a general way to the increasing importance of education in the life of the nation, the report went on to give practical information about the work in the city.

"Members of the Toronto Branch, appreciating the fundamental value of education, have contributed last year more generously than ever to the scholarship scheme. In the day school, 52 scholarships donated last year by members of the Toronto Branch were awarded to an equal number of pupils on the results of the previous year's work.

"It may be interesting to note the progress made since 1916, when the present scheme was inaugurated.

1916	31	scholarships
1917	45	"
1918	51	"
1919	52	"

amounting in all to $4,475.

"The usual prizes were donated to students in the evening school, amounting to approximately $200. The report of the Principal, Dr. McKay, concerning the work of the Central Technical School and the branch technical schools during the past year, is as follows:—

" 'The registered attendance for the academic year 1919-20 has been as follows:—

DAY CLASSES.

Regular courses	1,316	
Special courses	766	
Returned soldiers	864	
		2,946

EVENING CLASSES.

Central School	7,053	
Humberside Branch	108	
Oakwood Branch	235	
Riverdale Branch	494	
		7,890
Total		10,836

" 'Comparison of these figures with those of former years shows that our work is extending, and is influencing the lives of continually increasing numbers of young people.

Technical School Crowded

" 'During the fall and winter terms, every room at the Central Technical School was in use every day. In fact, the pressure on our space was so great that we were compelled to move the steel lockers from two of our specially designed locker rooms, in order that these might be used as class rooms for returned soldiers.

" 'For four years we have been conducting classes for returned men, in co-operation with the Soldiers' Aid Commission. In these classes we have had about three thousand men, and I am proud to say that the great majority of these persons have made a success of their new venture, and are now happily situated in new self-supporting vocations.

" 'The Dominion grant for the support of Technical and Industrial Education is making possible the extension of this type of educational work, not only in Toronto, but also in the towns and villages of Ontario. This grant, and the supplementary equal amount which must be added by the Province, make provision for fifty per cent. of the cost of buildings and equipment, as well as at least twenty-five per cent. of salaries of approved teachers. This is the most liberal support ever given in Canada to any type of educational work, and makes industrial education a possibility for every live community.

" 'The support given to this work in former years by the Canadian Manufacturers Association and other representative bodies is just now bearing fruit. The scholarships and prizes given to the Central Technical School by the members of the Association were all awarded to worthy students. The support and good-will, evidenced by the interest and generosity of the Canadian Manufacturers Association, bring much encouragement to those of us who are responsible for

the conduct of the schools. As Principal, I wish to express my appreciation of the many personal kindnesses shown to me by the manufacturers of the City of Toronto.'

"Your Committee, acting on a report by its Educational Committee, has resolved to appeal to last year's donors of $25 scholarships for a renewal of their award for the ensuing year. When it is stated that only 8 per cent. of the children of the Province have more than a primary education, the need will be apparent. The secretary will be glad to receive the names of educational donations. The Industrial courses in the Central Technical School extend over three years, and the scholarships are paid upon examinations, in three instalments each year. It is obvious that the efficiency acquired by a three-years' industrial course makes students, thus equipped, desirable candidates for vacancies in our industrial corporations."

Report of Exhibition Committee

The report of the Exhibition Committee, of which G. T. Irving is chairman, dealt with the improvements in the exhibits noticeable at the last Exhibition. It was explained that, "A circular was issued on 4th November last to 250 manufacturers of machines and machinery listed in the Canadian Trade Index, designed to obtain expressions of opinion from manufacturers in respect to the value to them of an opportunity to make an annual display of their products at the Canadian National Exhibition, in a new building, adequately equipped to handle the heaviest lines. It was estimated that the cost, approximately, of such additional accommodation would be $500,000, and it was proposed that charges, commensurate with the cost and maintenance, be made for space.

"Thirty-four favorable responses were received, and from an examination of the names, it appeared that the manufacturers of heavy machinery are sympathetic to the proposal. It is confidently believed that the Exhibition officials would have little difficulty in disposing of the space, and thus building up a demonstration of great value to this important branch of industry."

Mr. T. A. Russell resigned from the Manufacturers' Section of the Board and was elected honorary president and a life director of the Exhibition.

Mr. J. S. McKinnon was elected to succeed Mr. Russell in the Manufacturers' Section.

The Board of Directors of the Exhibition has reappointed Mr. G. T. Irving Chairman of the Section, and the following to act as vice-chairman of the different buildings for the ensuing year:

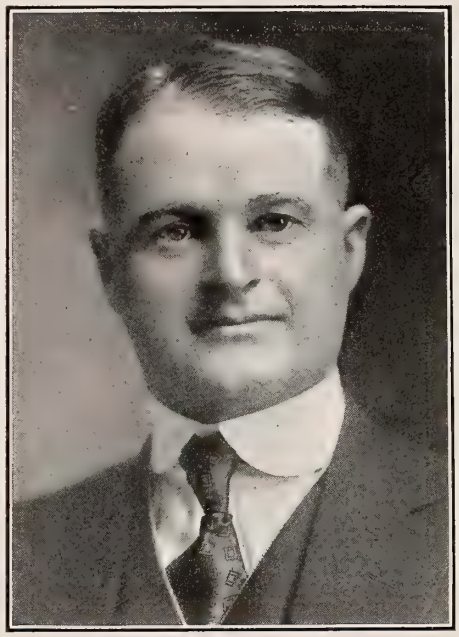
Manufacturers'—Mr. E. J. Freyseng.
Manufacturers' Annex—Mr. George Brigden, Mr. S. H. Chapman.
Grounds—Mr. S. Harris, Ald. Clifford, Mr. E. Blackburn.
Industrial—Mr. J. Firstbrook, Mr. T. Roden.
Transportation—Mr. J. S. McKinnon, Mr. W. C. Coulter.
Machinery Hall—Mr. J. P. Murray.
Government Building—Ald. S. Ryding.
Electric Building—Mr. E. F. Crossland, Mr. H. H. Couzens.

Retiring Chairman's Address

The annual address of the retiring chairman, Mr. W. C. Coulter, was a comprehensive review of a number of the outstanding problems of the day, and was listened to with close attention by those present. Speaking on post-war adjustments, Mr. Coulter said:—

"One year ago to-day we had not yet recovered from the joy of achievement which we had celebrated with much enthusiasm on November 11, 1918, and we were looking forward to the coming year with expectancy, but with misgivings. The last stage of the history of a critical period had been written, but even then there were the shadows of a host of perplexing problems that threatened the peace of the world. During the past year these problems have assumed more concrete form, some have indeed already been met and successfully faced, but still we must look forward to meeting and solving many of the after war problems.

"A year ago to-day the one problem that loomed largest was probably that of putting the munition worker and returned soldier back into civil occupation. Men used to get together and reflect on the problem that faced the city, the province and the nation. It was felt by us in the City of Toronto that the greatest difficulty would be met here, as Toronto had been the greatest centre of recruiting and munition manufacturing, and that our difficulties would therefore be greater than any other part of the country. Some men went so far as to urge that the Government should delay the bringing of the soldiers home, so that the situation should not be aggravated or should only be brought home as occupations for them should be found. These suggestions, ignoring as they did the rights and feelings of the soldiers long absent from their own country was, of course, impossible of acceptance, and the army was brought home as rapidly as shipping could be provided.



R. H. Easson
Vice-President, The Otto Higel Co., Limited
Vice-Chairman, 1920-21, Toronto Branch

"It was estimated that at the time of the armistice 80,000 men in or from the City of Toronto were employed in the army and on military work. This, therefore, seemed a tremendous problem to face. But what has become of this problem that so affrighted us? It is astonishing how well the city and the country have tided over the period in which the resumption of ordinary industry took place. There has been a certain amount of unemployment, but nothing such as was feared. The achievement of this almost miracle has been due to the individual recognizing his responsibilities in the matter, and each and all doing the most that could be done to put the returning men back into industrial life.

"If we will but contemplate this one achievement, we have much to encourage us to go forward and meet the other problems that remain. If we will each recognize our responsibilities as we did in the case of finding employment for the returned soldiers, in the settlement of our other problems, we will look backward next year upon their solution also."

After referring to Canada's contribution in money to the war, with all its attendant expenses, Mr. Coulter said that it was gratifying to find that Toronto's Industrial Department had brought thirty-six new industries to the city within the last year. While most of these were from the United States, it was interesting to find that Great Britain was awakening to the advantage of locating branch industries in Canada.

Mr. Coulter then dealt with the strikes of the past year and with the agitation for an eight-hour day. He then referred at some length to the subject of group insurance, which he declared to be an important factor in solving the problem of industrial unrest. He next commented favorably on the appointment of a permanent tariff commission, and after giving some attention to the power and fuel situation, wound up with an appeal on behalf of the Special Fund Campaign. This latter appeal was later supplemented by Mr. S. R. Parsons, who went very thoroughly into an explanation of what was involved.

Election of Officers

The election of officers was next proceeded with, resulting as follows:—

CHAIRMAN.

T. A. Hollinrake, A. R. Williams Machinery Co., Limited.

VICE-CHAIRMAN.

R. H. Easson, Otto Higel Co., Limited.

EXECUTIVE COMMITTEE.

C. H. Carlisle, Goodyear Tire & Rubber Co. of Canada, Limited.
F. S. Corrigan, Sheet Metal Products Co, of Canada, Limited.
E. J. Freyseng, Freyseng Cork Co., Limited.
W. R. Gibson, Gurney Foundry Co., Limited.
A. H. Gourlay, Gourlay, Winter & Leeming, Limited.
A. E. King, Dunlop Tire & Rubber Goods Co., Limited.
Walter Laidlaw, R. Laidlaw Lumber Co., Limited.
R. L. McIntyre, McGregor & McIntyre, Limited.
T. F. Monypenny, Imperial Varnish & Color Co., Limited.
Chas. Morrison, Jas. Morrison Brass Mfg. Co., Limited.
J. Allan Ross, Wm. Wrigley, Jr., Co., Limited.
J. A. Scythes, Scythes & Co., Limited.
W. H. Shapley, Sterling Action & Keys, Limited.
H. D. Scully, Willys-Overland, Limited.
E. G. Staunton, Staunton's, Limited.
J. F. M. Stewart, Point Anne Quarries, Limited.
H. A. Telfer, Telfer Bros., Limited.
Geo. Valentine, Massey-Harris Co., Limited.
Geo. W. Watts, Canadian General Electric Co., Limited.

Resolutions Passed

Three resolutions were passed by the meeting. The first dealt with the shortage of power and was as follows:—

"Whereas, during the past winter, a large number of the Toronto members of this Association have suffered very considerable loss as a result of the serious shortage of power—a single member having, in ten weeks, lost 36,000 hours' work;

"And whereas, such loss involves a most serious decrease in production at a time when the greatest possible production is imperatively necessary;

"And whereas, such loss falls not merely on the employers, but on the workers, who stand to lose the wages they would otherwise earn;

"And whereas, even if the special difficulties encountered at Niagara in the past few months were overcome before another winter, there would still, unless adequate steps are taken, be a serious shortage, owing to the fact that many of the industries at present served, will require an increased supply, and many other industries will be certain to need hydro power;

"Therefore, be it resolved by this Toronto Branch of the Ontario Division of the Canadian Manufacturers Association, in annual meeting assembled, that the above considerations be brought to the attention of the Toronto Hydro-Electric System, and that the System be urged to consider the advisability of establishing one or more auxiliary steam plants, with a view to preventing a shortage of power, which might well be so serious as to be critical."

Development of Fuel Resources

The second resolution urged that the Government take immediate steps to formulate a policy for the development of Canada's fuel resources. It read as follows:—

"Whereas Canada's dependence for fuel on foreign countries is increasing to the point of being, economically, a menace;

"And whereas no proper steps are being taken to develop Canada's vast fuel and power resources, in spite of the strongest recommendations made by the Dominion Fuel Controller, which recommendations were referred to the Advisory Council for Scientific and Industrial Research, and in spite of the fact that a Dominion Power Board and a Lignite Utilization Board were appointed over a year ago;

"Therefore, be it resolved that the Dominion Government be petitioned to take immediate steps, in co-operation with the interested Provinces, to formulate a comprehensive policy for the speedy development of Canada's coal, peat and other fuel and power resources, with a view to removing the very real menace constituted by the country's present position of humiliating dependence on foreign countries."

Scientific and Industrial Research

The third resolution had to do with the subject of scientific and industrial research:—

"Whereas the industrial condition of Canada's present problems calls for careful consideration and adjustment, and demand that Canada shall by all the means available develop her abundant resources to the full;

"And whereas the Federal Government now has the service of an Advisory Council for Scientific and Industrial Research;

"Be it therefore resolved that the Toronto Branch of the Canadian Manufacturers Association, in annual meeting assembled, request that the Federal Government direct the Advisory Board to co-operate with our industries, to the end:

"1. That information bureaux be organized to supply information to manufacturers of new processes and technique in their industries;

"2. That a laboratory be instituted for the solution of industrial problems, and the discovery of means for the utilization of substitutes and the avoidance of waste.

"Be it further resolved that the Government be urged to see that such sums of money as may be necessary for the putting of these plans into operation are placed in the estimates, so that definite early action may be possible."

Pacific-Burt Co.

Profits For the Past Year Increased by Seventy-five per cent. Over Previous Year

Profits of the Pacific-Burt Co., Limited, for the year ending March 31st last were $139,216, comparing with $83,743 for the previous twelve months, being an increase of about 75 per cent. After all deductions, $53,889 was carried forward, as against $29,654 in 1919. In his report, the president, Mr. S. J. Moore, states that new records were established both in respect of volume of business and of net profits, and this was accomplished in face of a world scarcity of paper.

Hamilton Branch Closed Successful Year

By H. E. WATERMAN
Secretary, Hamilton Branch, C.M.A.

THE annual meeting of the Hamilton Branch was held at the Royal Connaught Hotel, on the evening of May 11, and was very well attended. The Branch Chairman, Mr. George H. Douglas, who had been away from home for about two months, returned just in time to preside at the meeting.

The year's activities of the branch were covered very fully in the chairman's report, which read in part as follows:

"One of our strongest advocates of the Made-in-Canada idea is Mr. F. H. Whitton, Vice-President and General Manager of the Steel Company of Canada, Limited, and we were fortunate in having him address a meeting of the members of this branch in the Connaught Hotel on this important subject. The attendance was large and fully appreciative of the splendid address delivered, and all present unanimously agreed in the principle of the Made-in-Canada movement.

"Along this line I might say that according to information at hand Canada bought goods to the value of $483,159,230 from the United States during the seven months ending January this year, as against $542,472,967 for the corresponding period ending January 1919. Canada's sales to the United States for these periods were $319,160,730 and $292,490,855 respectively. Thus the excess of imports over exports respecting Canada's adverse balance of trade with the United States in the seven months ending January, 1920, was $162,142,500, as against $242,982,112 for the same period ending January, 1919; a reduction of about $90,000,000.

"In this reduction of $90,000,000 in Canada's excess of imports from the United States we find a source of congratulation and a move in the right direction, as the less of our needs are imported the more of our own resources are we drawing from. The aim of Canada should be, first—to buy within her boundaries for her own needs as far as practicable, and then second—trade within the Empire.

Preferential Trade Relations

"Following out the idea of trading within the Empire, a resolution was passed by this branch and forwarded to the Executive Council of the Association advocating that immediate steps be taken to extend preferential trade relations to all parts of the British Empire, and that the matter be at once taken up with the authorities with a view to securing the object of this resolution.

Meeting of Ontario Division.

"The Executive Council of our Association honored Hamilton with its meeting place in January last. The meeting took the form of a luncheon, to which were invited all the members of the Ontario Division. We were fortunate in having with us, as speaker following the luncheon, Mr. T. B. Macaulay, President Sun Life Assurance Company of Canada, who delivered a splendid address on 'Closer Trade Relations with the British West Indies.' Mr. Macaulay is a forceful speaker, and all who heard him enjoyed a real treat. Following his address a resolution was passed urging that the Government take up the question of bringing about closer trade relations with the West Indies.

Hydro-Electric Power

"Users of hydro-electric power were greatly curtailed in their supply during the past winter months, and were harassed with frequent shut-downs of varying duration. It was a serious handicap to the industries affected, as they were all working full and in an effort to get out production. A general meeting of hydro power users was called in January last, to which were invited the local Hydro Commissioners and their Engineer, Mr. Sifton, and Engineers Gaby and Jeffrey of the Ontario Commission. Mr. Gaby was called upon to explain to the manufacturers present the general situation with regard to hydro power. He went very exhaustively into the matter, and in the course of his remarks explained that the sudden shortage of power and shut-offs was the result of ice trouble in the Niagara River. This was a condition in which enormous amounts of money had been spent in order to overcome but without success, and it was not thought that much relief could be expected in the situation as long as ice conditions would last. Eleven thousand horsepower was added about February 1st, and some 1,300 horsepower was diverted from the City Waterworks on account of their turning to steam. A number of the manufacturers spoke of their own personal experiences, and all were looking forward to any relief which may be obtained. The general feeling was that the Hydro-Electric Commission had over-sold their supply.

Employment of Returned Soldiers

"The members of this branch, I am pleased to say, are continuing their co-operation with the Department of Soldiers' Civil Re-establishment in the employment of the returned men, positions being found for them where at all possible. In the Vocational Training Branch of the Department of Soldiers' Civil Re-establishment returned men who are incapacitated with wounds or illness, to carry on their former employment are being taught new trades and educated in many branches of technical training. A number of these men are receiving their vocational training in a practical way in our factories, while being carried on the payroll of the Government, and in this way our members are co-operating with the Vocational Training Branch in the re-establishment of the maimed and incapacitated soldiers.

Customs Tariff

"One of the most important matters engaging the interest of the manufacturers of Canada is the maintenance of an adequate and stable tariff for the protection of Canadian industry. Strong efforts on the part of western interests have been put forth toward securing drastic reduction of the tariff, which, if adopted, could only have the most disastrous results upon the industrial and employment conditions of our country, and I would therefore strongly urge your co-operation in every way in the efforts of the Association in the interests of Canadian industry and Canadian labor.

Workmen's Compensation Act

"Regarding the proposed amendments to the Workmen's Compensation Act, you are no doubt all familiar, through information received from our head office, of the drastic changes that are proposed in the Bill which has been presented to the Legislature. This matter has been closely watched by a strong committee of the Association, who have waited upon the Government and laid before them their oppo-

sition and views, and this matter was the subject of a strong resolution passed by Hamilton Branch, which reads:

"'The members of the Hamilton Branch, Canadian Manufacturers Association, strongly protest against some of the proposed amendments to the Workmen's Compensation Act.

"'We approve of the increased grant to widows and children and strongly oppose the increase from 55 per cent. to 75 per cent. in compensation rates and the minimum rate of $12.50 per week and the making of any increase retroactive, for the following reasons:

"'1. Sufficient reason has not been shown for any change in the present Act, but a survey of two hundred and fifty cases out of two thousand five hundred and sixteen disability cases shows that pensions have, on the whole made up the wage loss resulting from injury. Furthermore, many employees will now benefit from the disability benefit in group insurance, and many workmen also have lodge benefits.

"'2. The proposed amendments are wrong in principle. They are designed more for old age and unemployment than for loss of wages to active workers. The proposed minimum disability of $12.50 per week is practically vicious, in that it is an inducement to malingering, especially to all wage-earners whose wages are less than $12.50 per week.

"'3. The proposed increase will only make worse the present evil of too large a percentage of the agricultural young men drifting into the city under the lure of better wages, thus decreasing the so much-needed production and increasing the high cost of living.'

"This resolution was forwarded to local members of the Legislature, Hon. W. R. Rollo, Minister of Labor and Health, and Mr. Geo. G. Halcrow, M.P.P., and a copy sent to our head office with a recommendation that they circularize the farmer members of the Legislature, pointing out the effects the proposed increase would have in inducing agricultural workers to come into the city under the lure of better wages and conditions.

Consolidated Railway Act

"Once more the long-discussed amendment to the Canadian Railway Act has been brought before the Government at Ottawa. This involves, as it has been explained in former reports, the control of water carriers by the Dominion Railway Commission. Notwithstanding repeated defeats the sponsor of this Bill continues to bring it up year after year, and it seems unfair that one individual representative should continue to aggravate all industrial interests, who have shown conclusively under good evidence, the unreasonableness of the efforts being made to restrict our waterways by Commission control. A great mass of evidence and protests have been sent in from members of this branch, as well as from the shipping interests all over Canada, and our local member, Mr. T. J. Stewart, presented strong arguments in opposition to this Bill on the floor of the House, and it is felt that nothing further will be heard of the Bill, at least during this session of Parliament.

"The membership of this branch at the last report included 190 firms, with a total of 215 representatives, and after adding the new members and deducting the resignations the membership of the branch now totals 200 firms with 234 representatives.

"During the year one of our members was called by death in the person of Mr. John T. Irwin, of Thos. Irwin & Son. Mr. Irwin was prominent in the social and industrial life of our city and his passing has been a great loss to our Association and the city."

Election of Officers

The following officers were then elected for the ensuing year:

CHAIRMAN.

George H. Douglas, Thornton & Douglas, Limited.

VICE-CHAIRMAN.

A. L. Page, Frost Steel & Wire Co., Limited.

EXECUTIVE COMMITTEE.

Henry Bertram, The John Bertram & Sons Co., Limited.
George C. Coppley, Coppley, Noyes & Randall, Limited.
J. A. McMahon, The Union Drawn Steel Co., Limited.
W. R. McNeil, Bird & Son.
H. P. Hubbard, E. C. Atkins & Co., Limited.
W. R. Dunn, International Harvester Co. of Canada, Limited.
Cyrus A. Birge, Steel Co. of Canada, Limited.
Robert Hobson, Steel Co. of Canada, Limited.
C. W. Sherman, Dominion Steel Foundry Co., Limited.
A. F. Hatch, Canada Steel Goods Co., Limited.
F. J. Gernandt, International Harvester Co. of Canada, Limited
F. R. Close, Duncan Lithographing Co., Limited.

Re Budget—New Excise Taxes

The Tariff Department of the Association is keeping in close touch with the new taxation proposals contained in the Budget. Copies of rulings made by the Department of Inland Revenue are on file in the office of the Tariff Department, and inquiries relating to the operation of the tax schemes addressed to the Tariff Department will receive the prompt attention of Mr. R. N. McCormack, assistant manager of that department.

A Circular Letter, No. 255, accompanied by the text of resolutions, has been sent out to all members and also a Supplement, No. 1. Further supplements will be issued from time to time as rulings are received.

Manitoba Workmen's Compensation

In a reference to the features contained in the new Workmen's Compensation Act in Manitoba in the May issue, it was stated that the waiting period had been reduced from six to three days. While correct enough in itself, it should perhaps have been explained that there is no come-back included. That is to say, no compensation is allowed for the three days of waiting. This differs from the Ontario law, which, while requiring a wait of seven days before compensation is allowed, dates the payment of compensation back to the time of the injury.

Manitoba Council of Industry

In connection with the amendments to the Industrial Conditions Act, passed by the Manitoba Legislature at its last session, a joint council of industry has been appointed. The chairman is Rev. C. W. Gordon. The employers' representatives are Messrs. John Stovel, the Stovel Co., Limited, and H. B. Lyall, and the employees' representatives, Messrs. W. B. Simpson and E. Robinson.

Section 20 and 21 of the Act recognize the right of employers and employees to organize and provide that employers and employees shall have the right to bargain with one another, individually or collectively, through their organization or representatives. In the event of a dispute between employers and employees as to the method or manner or terms and conditions of such bargaining, such disputes shall be submitted to the Joint Council of Industry.

Employers are being advised to have some understanding with their employees for a satisfactory arrangement as to the manner in which negotiations between the two shall be carried on, as it is felt that the Joint Council of Industry will not interfere where some plan is in effect for negotiations between employers and employees that is satisfactory to the majority.

Industrial Hygiene in Canadian Factories

Formation of a Committee to Give Practical Help in Canadian Industry—Functions of the Committee Outlined—The Economic Value of Industrial Medical Departments Explained — Some Examples of the Effectiveness of the Work

Prepared under the direction of the Committee on Industrial Fatigue

By R. M. HUTTON
Secretary of the Committee

THE CANADIAN Government has recently established a Committee which should be of practical use to the whole of industry, both to manufacturers and to labor. The Committee, which is under the Honorary Advisory Council for Scientific and Industrial Research and is known as the Committee on Industrial Fatigue, is composed of the following members:

Professor J. J. R. Macleod, Department of Physiology, University of Toronto (Chairman.)
Mr. E. A. Bott, Department of Psychology, University of Toronto, (Honorary Secretary).
Dr. A. B. Macallum, Administrative Chairman, Honorary Advisory Council for Scientific and Industrial Research. (Ex-officio.)
Professor Asselin, Department of Physiology, Laval University, Montreal.
Professor Dagneau, Department of Anatomy, Laval University, Quebec.
Professor D. Fraser Harris, Department of Physiology, Dalhousie University, Halifax.
Mrs. George Hambleton, representing women's organizations and social work.
Mr. John Lowe, Jr., the Montreal Cottons, Ltd., Valleyfield, Que.
Mr. J. A. McClelland, representing the Department of Labor, Ottawa.
Professor John Tait, Department of Physiology, McGill University, Montreal.
Professor William Tait, Department of Psychology, McGill University, Montreal.



Prof. J. J. R. Macleod
Chairman of the Committee on Industrial Fatigue

Means of Communication With The Committee

Eventually it is hoped to establish offices in all the chief industrial centres. At present only one office has been established. This is in the Medical Building of the University of Toronto. Enquiries will be welcomed, and should be addressed to the Secretary, R. M. Hutton, Committee on Industrial Fatigue, care The Medical Building, University of Toronto.

The Purpose of the Committee

The functions of the Committee are purely advisory and investigatory.

Its general purpose is to make the knowledge and experience of Medical Science, as it bears on industrial health and efficiency, available for all industry. Thus the Committee thinks that it can help employers to increase production by reducing lost time and labor turnover, and can help employees to maintain steady wages and employment by reducing preventable illness and unnecessary hardships of working conditions.

Its main objects are:—

1. To offer manufacturers the assistance of scientific laboratories in solving the health problems presented by particular processes in their plants.

2. To offer all interested the use of the Committee's intelligence bureau where the most up-to-date information on general and specific problems of industrial hygiene is kept.

3. To co-operate in investigations into the conditions in different industries: into the incidence and causes of sickness, whether occupational or general; and into the actual relation existing between hours of work, working environment, etc., and production.

Use of Scientific Laboratories

1. *To offer manufacturers the assistance of scientific laboratories in solving the health problems presented by particular processes in their plants.*

For this purpose the Committee has, as will be seen from the list of members given above, peculiar facilities. The service of the departments of physiology of the various universities, with their laboratories, and specialists, trained in scientific research and experiment, can be utilized, or, where other assistance is required, this can be obtained. Thus, for example, where manufacturers are in doubt as to the possible health effects of some new method or process, the question might in many instances be answered in a scientific laboratory, where the actual effects of the process could be discovered by practical experiment. Again, where certain physical symptoms appear among employees engaged on similar work, scientific investigation can decide whether the symptoms are caused by direct contact, by fume inhalation, or by skin absorption, and, in each case, should be able to indicate the preventive measures to be taken.

Use of the Intelligence Bureau

2. *To offer all interested the use of the Committee's intelligence bureau where the most up-to-date information on general and specific problems of industrial hygiene is kept.*

In many cases the existence of this bureau will afford

means of answering problems of industrial hygiene without incurring the delay and possible expense of individual investigation. The Committee is in touch with other associations engaged in similar work, both in Canada and elsewhere, and has established a reference library where the best current literature on the subject is obtainable. Reports of trade investigations and surveys, results of scientific experiments, reports and articles by plant physicians, health officers, sanitary engineers, and safety men, etc., are filed and, in some cases, abstracted. The index of this library represents a detailed bibliography on the different phases of industrial hygiene and offers a manufacturer confronted with some specific problems of his plant immediate information as to the difficulties of other manufacturers in the same industry and the solutions which their experience has proved good. In short, the library is planned with the idea that it should be a general clearing house of information by means of which employment managers, plant physicians, sanitary engineers and others can keep abreast of the latest developments and improvements in their particular spheres.

Special attention is paid to occupational hazards, whether disease or accident, particularly from the point of view of preventive medicine. Thus on industries where there are recognized health dangers, as for instance in the printing, painting, stone-cutting trades, or the white lead, rubber, dye and phosphorus industries, etc., the most up-to-date information is being collected. This information deals with the immediate source of danger (whether by touch or inhalation or otherwise), the best preventive measures in use (whether selection of naturally immune employees, use of protective clothing, or introduction of improved exhaust systems), and the best medical treatment after trouble has arisen.

Information will also be available on smaller matters of detail, as for instance on the most useful form of sickness record or the most generally accepted definition of terms such as "labor turnover."

Co-operation in Investigation

3. *To co-operate in investigations into the conditions in different industries; into the incidence and causes of sickness, whether occupational or general; and into the actual relation existing between hours of work, working environment, etc., and production.*

In this connection there seems to be a general concensus of opinion that while statistics on these points from other countries are suggestive they do not do away with the need of finding out the actual facts in our own country and drawing our own conclusions therefrom.

If lost time and labor turnover are to be kept down it is well to have means of judging as accurately as possible what the immediate causes of this lost time and labor turnover are. An obvious cause, and one which, when recognized, can very often be largely decreased, is sickness. The Committee, feeling that facts on this point would be of interest to all employers and employees, is at present, with the co-operation of certain employers, investigating the actual proportion of lost time in certain plants directly due to sickness.

Economic Value of Industrial Medical Departments

The primary way of preventing sickness is the establishment of some form of industrial health supervision. Now that this is being done with increasing generality, whether by the installation of a well-equipped plant hospital with full-time physician, or by the employment of a visiting nurse, or merely by the provision of a "first-aid" kit, it is important to collect information as to the actual results obtained by such means.

The results to an employee are obvious and need no emphasis. The presence of a medical department in the plant where he works provides for the discovery and prevention of conditions detrimental to health; it makes it easy to secure treatment at the first onset of illness; it helps him to get work within, *not just beyond*, his physical capacity; it prevents loss of wages through absence.

Employers Say it is Good Business

From the employer's point of view, one writer deduces the fact that health supervision is of direct economic value from his experience in a recent investigation of 99 establishments in various industries, in so much as no single case was found where health supervision once begun had been discontinued. Another writer quotes the following answers given by well-known firms to the query, *"Why do you have a medical department?"*

"We owe it to our men." "It pays." "It's good business." "It keeps the men on the job." "It is just as necessary as a cost department or any other non-producing department." "To safeguard the health of workers in the belief that the healthy worker is more efficient."

It is not hard to see on what facts such answers are based. The establishment of a medical department first "pays" the employer by preventing the financial loss incurred in hiring the hopelessly unfit worker, whose health is bound to prevent him working himself and to be a source of danger to others. Similarly, it sees that workers with certain disabilities are assigned to departments where their incapacity is neither increased by the necessities of the work nor their output hindered; the flat-footed is given sedentary work, the latent tuberculosis is not sent into constant contact with dust. It "pays" the employer again by reducing the time loss due to sickness: this is done by the early treatment of minor ailments before they become serious ailments, and by the control of infectious diseases.

To take one very common cause of lost time, that is infections and complications arising out of minor and so-called trivial accidents, the following is the statement of Dr. H. E. Mock on an industry employing an average of 12,000 men and women which adopted an efficient medical and surgical system some years ago:

"The number of infections following injuries has been reduced from 28.6 per cent. in 1912 to 7.57 per cent. in 1916. The time lost from infections in 1912 amounted to 1,987 days, or an average of 2⅗ days per case, while time loss from this cause in 1916 amounted to 816 days, or an average of 1⅛ days. This was accomplished in spite of the fact that the working force had increased approximately one-fourth during the same period. This represents a saving of some $5,000 in wages and approximately $5,000 in hospital bills, compensation, etc." **

In another large manufacturing concern the effectiveness of the medical department in keeping down lost time may be argued by comparison of the following figures:

Highest Number of Hours Lost in any Week During May.

	1912-13.	1913-14.
Through sickness	about 810	About 395
Through accident	about 105	About 40
Through personal reason	560	About 330

In making this comparison we have selected the month of May as being apparently a typical month and one where the comparison is not falsified by the presence or absence of in-

**Industrial Medicine and Surgery, Mock, W. B. Sanders Co., 1919, p. 85.

fluenza epidemic or unduly hot weather, or similar possible cause of increased absence. The reduction of lost time in 1913-14 is more marked at various other dates during the year.

A Toronto firm gives the following figures for the lost time among members of its "Sick Club":

Days Lost Per Member Per Month

	1918.	1919.
January	.410	.448
February	.557	.291
March	.470	.351
April	.526	.307
May	.334	.190
June	.320	.213
July	.294	.189
August	.291	.199
September	.319	.165
October	1.748	.198
November	.988	.129
December	.317	.169

That is to say, in 1918, the yearly average loss per man per month was approximately one-half day, and this was reduced in 1919 to approximately one-fifth day. The comparison is, however, somewhat modified by the greater inflation due to influenza in the latter part of 1918 than that due to the same cause in the early part of 1919. Perhaps the truest comparison is between the first six months of 1918 with the last six months of 1919, when the health conditions were normal in both cases.

The actual benefits of a medical department in preventing sickness and reducing lost time would of course appear more clearly if it were possible to compare the lost time through sickness by a firm *before* it had established health supervision and *after*. Naturally, however, it is difficult to secure reliable records as to the causes of lost time before some form of health supervision was in operation. While the figures given above do not, accordingly, do full justice to the results actually achieved by health supervision, they are indicative since they show the progress made in consecutive years in reducing sickness, as confidence in the plant dispensary, the plant doctor and the plant nurse grew, and experience increased.

Western Exhibitions

Association Receives Encouraging Letters Showing That Manufacturers are Becoming Interested

The Association drew the attention of Canadian manufacturers, in March last, to the excellent opportunities for the display of their products provided by the annual exhibitions which are being held this year in the month of July in Calgary, Edmonton, Saskatoon, Brandon, and Regina. The result has been that these exhibitions have been inundated with applications for space, and the accommodation for industrial exhibits has been taxed to the limit. The following are some extracts from letters received from different managers of these exhibitions:

"We have received this year more requests for space and inquiries *re* space from Eastern Canada than in any year since I have been connected with the exhibition, doubtless due to your circular letter and the article which was published in INDUSTRIAL CANADA. From present indications, our buildings will be taxed to give accommodation to all. We have under contemplation, however, an extension programme which will ultimately give us ample space for all departments."

"In this circular you state the facts in reference to Western exhibitions. As far as my observation goes, and I visit all of them, in my judgment there never was a more opportune time for Canadian manufacturers to get busy with a determination to supplant American manufactured goods. There is no question but that Canadian goods would be used if the people knew more about them, and could see them on exhibition. Speaking for all the exhibitions in the West, I can assure you that the manufacturers will receive every courtesy possible. We purpose erecting another display building for mercantile exhibits, and we will be able to accommodate an increased number."

"We appreciate very much your efforts on our behalf and assure you that we are getting results."

New Clothespin Plant

Miller & Gordon Manufacturing Co., Yarmouth, N.S., to Locate Industry at Carleton

Miller & Gordon Manufacturing Company, recently formed at Yarmouth, N.S., are proposing to establish a hardwood working plant at Carleton. Their plans call for a building 50x120, part two storeys and part three storeys, with an engine-house, 30x30 feet, and a battery of three 75-h.p boilers, each enclosed in a building, 50x45 feet. Power will be furnished by a 225-horse-power Laurie-Corliss engine. The manufacturing plant will be part concrete and part wood, the engine and boiler-houses to be built of fireproof building blocks. They expect to manufacture clothespins, dowels and other manufactured hardwood articles. Operations will commence some time next fall and they will employ about 100 hands. The plant will probably cost in the neighborhood of $40,000. W. E. Miller is president and treasurer; Winfield Gordon, vice-president, and Roy D. Miller, manager and secretary.

Increased Telegraph Tolls

Board of Railway Commissioners Authorize Telegraph Companies to Raise Rates

The Board of Railway Commissioners have now issued their General Order 297, which gives telegraph companies operating in Canada authority to file with them new tariffs, providing for increased tolls. Heretofore the charge for a ten word message has been 25c. in Eastern Canada. Under the Board's order, this territory will be split up into a number of zones. The charge for a single message of ten words between any two points in one zone shall be increased from 25 to 50c.; the charge for each additional word over the ten words, shall be increased from one to two cents.

The application of the telegraph companies has been before the Board for some time, and although the matter was heard at numerous public sittings, comparatively little objection was offered to the increases.

Maple Leaf Milling

Profits for 1919-1920 Were Only Slightly Under Those for the Previous Year

Profits of the Maple Leaf Milling Co. for the year ended March 31, 1920, were $917,409, as compared with $929,105 for the previous year. As common dividends paid during the year only amounted to $300,000 as compared with $600,000 in the previous year, a larger balance was carried forward to profit and loss, this amounting to $1,853,675, as against

FOR SALE BY TENDER

Factory Suitable for Paper or Pulp Mill or any other manufacturing purposes

IN THE SUPREME COURT OF ONTARIO.

In the matter of the J. McCarthy & Sons Company of Prescott, Limited.

And in the matter of the Winding Up Act.

Pursuant to the direction of the Local Master at Ottawa the following property is offered for sale by tender, namely: All and singular that certain parcel of land and premises situated in the Township of Augusta, in the County of Grenville, Province of Ontario, being composed of parts of the east half of lot number nine and of the west half of lot number eight, in the first concession of the said Township of Augusta, which lands may be described as follows:—Commencing at the centre line of said lot number nine, on the bank of the St. Lawrence River, in the said Township of Augusta, thence easterly along the bank of the said river to the mouth of the creek that empties into said river at or near the centre of lot number eight aforesaid, thence northerly along the centre line of said lot eight to the southern boundary of the Prescott-Brockville Highway, thence westerly along said southern boundary of said Highway to the said centre line of lot nine, thence southerly along said last mentioned centre line to the place of beginning, said lands comprising eleven acres more or less.

Upon said lands are erected the following buildings all in substantial repair, namely:—(1) one-storey brick storehouse, 26 x 123, with cellar and stone foundation; (2) two-storey frame warehouse, 37 x 100; (3) three-storey brick and stone malt house, 40 x 100; (4) brick and stone malt kiln, 32 x 32 x 30; (5) one-storey stone building, 22 x 56; (6) stone and brick engine house, 13 x 25; (7) stone and brick office vault, 7 x 7; (8) brick and stone building, 5 stories, 33 x 59, and 6 stories, 41 x 55; (9), two-storey stone and brick building, 24 x 24 x 25; (10) one-storey stone building with cellar, 20 x 50; (11) frame icehouse, 30 x 50; (12) stone dwelling with brick extension, two-stories, 31 x 57 containing 15 rooms and basement; (13) "L" shaped wharf, 24 x 82 and 13 x 107.

The main buildings are of first class construction and contain approximately 50,000 sq. ft. floor space, will carry almost any weight of machinery and are connected with the Hydro-Electric System for light and power.

This property is located in a large bay on the St. Lawrence River, one mile west of the Town of Prescott, Ontario, and opposite the City of Ogdensburg, New York State, at the foot of the Great Lakes navigation. It is 112 miles west of Montreal, 52 south of Ottawa and 221 east of Toronto. Any boat plying the said river can be accommodated at the wharf. In addition to shipping facilities by boat, there are also the Grand Trunk and Canadian Pacific Railways. The new Toronto-Montreal Highway forms the north boundary of the property. Large amount of electric power is available and coal can be brought either all rail or boat. The frontage of the property on the river is approximately one-quarter mile.

The buildings easily adapt themselves for manufacturing of any kind, elevator or pulp or paper mills, and the site would be ideal for a dry dock, and being at the foot of the Great Lakes navigation, will have an additional potential value on the completion of the new Welland Canal.

Included with the buildings are the contents of engine room comprising boiler, engine, steam pump and tools, and also all other machinery vats, shafting, belting, malt and grist mills and equipment on the premises.

An unlimited supply of pure crystal water can be obtained from two wells located in the buildings.

The above property will bear inspection and can be seen at any time on application to the Liquidator.

Tenders for the purchase of the said property will be received by the Liquidator up to noon of the 1st July, 1920. The highest or any tender not necessarily accepted.

Terms of sale, 10% on notice of acceptance of tender and the balance without interest in 30 days thereafter.

For further particulars apply to W. A. Cole, Ottawa, Ont., the Liquidator of the said Company, or to W. C. McCarthy, 53 Queen St., Ottawa, Ont., Solicitor for the Liquidator.

Dated at Ottawa, this 6th day of May, 1920.

JOHN BISHOP.
Local Master.

$1,568,545. A large reduction was made in inventory, which dropped from $4,749,459 to $2,687,813. Investments increased from $2,545,776 to $3,934,275. Bank advances declined from $4,676,487 to $3,432,500. After allowing for bank interest and preferred dividends, there was available $563,640, or 22.5 per cent. on common stock outstanding.

Canadian Cottons

Large Increase in Profits shown For the Year Ended March 31st last

After allowing for excess profits tax, manufacturing profits, rentals and interest on investments of Canadian Cottons, Limited, for the year ended March 31, amounted to $1,839,443. This compares with $1,563,103 in 1918-19, and $1,126,125 in 1917-18. After all deductions and allowances, including $400,000 for replacement reserve and a similar amount for depreciation, the balance available for application on the common shares was equivalent to 23.24 per cent. Gross sales for the twelve months aggregated $11,148,438, as compared with $10,828,326 in 1918-19. The year's surplus amounted to $454,585, bringing the total surplus at the credit of profit and loss up to $2,683,479.

New Feed Mill

Jas. Davidson & Co., Limited, Fort William, Will Erect New $25,000 Plant

A new feed plant is being erected at Fort William, Ont., by James Davidson & Company, Limited. It is costing in the neighborhood of $25,000 and will be ready for operating by about September 1. The mill will have a storage capacity of approximately 10,000 bushels. The company propose to do a general wholesale and retail flour, hay and feed business, including the grinding of all kinds of animal and poultry feeds. They will be in a position to cater to Eastern trade with anything in the feed or seed line that may be called for.

New Heading Mill

Canadian Cooperage Manufacturing Co., Limited, Smith's Falls, Start New Mill

A new heading mill adjoining their present plant at Smith's Falls, is being erected by the Canadian Cooperage Manufacturing Company, Limited, and will commence operations about the middle of the month. It is a one-line mill, with a capacity of 3,000 sets per day, and will give employment to about 25 men. The company started operations in Smith's Falls about nine years ago and have had a successful career. They are capitalized at $100,000. C. H. Easson is president; James Innes, vice-president and manager; W. M. Fleming, secretary-treasurer, and William Demarse, superintendent.

Build Rubber Boot Plant

Ames-Holden Rubber Boot Co., Limited, Will Locate Plant at Kitchener

Ames-Holden Rubber Boot Company, Limited, have recently been incorporated to manufacture and deal in rubber boots and shoes and all other things of which rubber forms a part. Property known as the Orphanage property, situated at the corner of King and Wilmot streets, Kitchener, has been secured, together with a large piece of adjacent ground from the Lang Tanning Company, Limited, on which it is

"A Greater Exposition Than Has Been"

CANADIAN NATIONAL EXHIBITION

TORONTO

AUG. 28——(INCLUSIVE)——SEPT. 11

The Annual World's Fair, where the Nation shows its best finished product of mine, field, factory and forest

1919 attendance 1,201,000 in thirteen days

Always striving for higher standards, the 1920 programme is designed to achieve new records in all departments

MACNAMARA INDUSTRIAL SITES

In the Heart of Toronto

Situated on Bathurst, Dupont and Davenport Road, Toronto, Ontario (Old Hillcrest Race Track), 4,000 feet frontage. Average size of lots, 80 feet by 220 feet. All lots with C. P. R. and C. N. R. privileges, Toronto and Niagara power. Three street car lines direct to property.

EXCLUSIVE AGENT:

JOHN R. GAY of A. R. Morton & Co.

INDUSTRIAL REAL ESTATE SPECIALISTS

407 LUMSDEN BUILDING, TORONTO, ONTARIO

Phone Main 500-501

WANTED

A "Sick" Manufacturing Plant

The advertiser is successful in ***Making Manufacturing Plants Pay.*** Is seeking a permanent position as General Manager or Works Manager with a worth-while Canadian concern willing to pay for results. Experienced in management of foundries, drop forging and metal working plants manufacturing a variety of products.

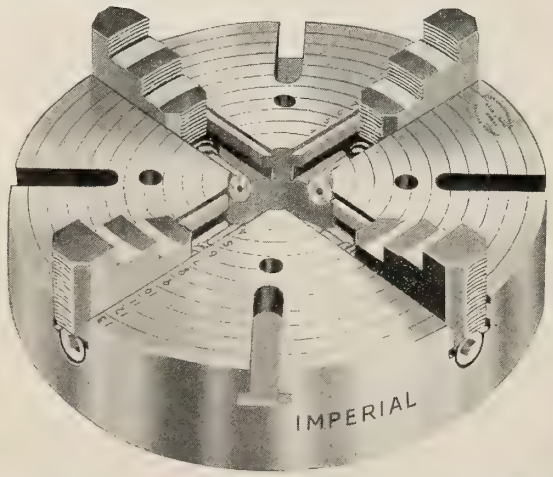
Box 255, Industrial Canada

IMPERIAL LATHE CHUCKS

Highly Endorsed by Canada's Best Manufa turers

Study long-wearing "Made-in-Canada" Chucks that are making good everywhere.

Specify them in your next order.



Ker & Goodwin Machinery Co. LIMITED
BRANTFORD, Ont.

proposed to erect a modern plant similar in construction to that of Ames-Holden Tire Company, Limited, for the manufacture of rubber boots and heavy rubbers for farmers, lumbermen, miners, fishermen, sportsmen and workmen in general. As the Ames-Holden Tire Company's factory is located directly across the street, many economies in operation can be effected, such as power, heat, fire protection, etc. Arrangements are being made to start manufacturing this summer, pending erection of the building, by installing equipment in the tire factory. This will later be removed to the new building.

Dominion Textile Co.

Annual Report Shows Smaller Profits but an Improved Financial Position

Manufacturing profits of the Dominion Textile Co. for the year ended March 31, 1920, were $1,701,244, as compared with $3,454,752 in the previous year. Net profits, which include interest on investments, amounted to $1,845,375. Deducting from this bond interest, rentals and preferred dividends, there remained $1,103,961, which is equal to 22.1 per cent. on the common stock. From this $400,000 was paid in common dividends, leaving $703,961 to be carried to profit and loss, bringing it up to $4,053,044. Commercial loans were increased by $3,828,363 to $4,160,420; inventories of raw cotton have advanced from $1,807,754 to $4,497,094. The purchase of Mount Royal Spinning Mills increased the value of plant and machinery by $2,643,835 to $15,046,460. Liquid assets have been increased from $7,899,040 to $11,921,782; liquid liabilities from $1,119,577 to $5,919,367.

P. Lyall & Sons

Earnings for Year Ending March 31, Show Reduction of Nearly a Million

The directors' report of P. Lyall & Sons Construction Co., Limited, expresses satisfaction with the year's results, when consideration is given to the trying and unsettled conditions which prevailed. Gross earnings, after deducting all charges, amounted to $377,734, this comparing with $1,314,582 for the year ended March 31, 1919. From this was deducted bond interest of $57,164, preferred dividends, $91,000, common dividends $140,000, sinking fund bond redemption $53,500, making a total of $341,664 and leaving a balance of $36,070 to be carried forward.

Reference is made briefly to the automobile engine with which the company had experimented. It is stated that the tests of experts did not offer sufficient encouragement to warrant the company undertaking its manufacture.

Canadian Converters

Further Gain is Reported in Net Earnings for the Fiscal Year Ended March 31, Last

Net earnings of the Canadian Converters, Limited, for the year ended March 31st amounted to $529,822, as compared with $257,324 in 1918-19. In fact there has been a regular increase from year to year. After necessary deductions, $221,995 remained for dividends or other distribution. This was equivalent to 12.8 per cent. on the capital stock. A surplus of $126,653 was carried forward. The liquid position of the company showed a correspondingly improved position, the net working capital having increased from $751,853 two years ago to $795,552.

The Province of Promise

ALBERTA has 87 per cent. of Canada's coal.

ALBERTA has immense clay deposits, the investigation of which is only beginning.

ALBERTA supplies natural gas for power, heat and light in three cities and many towns and villages.

ALBERTA has beds of tar sands extending 100 miles along the Athabasca River and containing 18.5 per cent. bitumen.

ALBERTA has two large beds of salt, 200 feet in thickness, the survey of which is now in progress.

ALBERTA has twenty-one billion feet of merchantable timber.

ALBERTA will this year see over half a million dollars spent in oil development.

ALBERTA has undeveloped water power to the extent of 433,120 horse power.

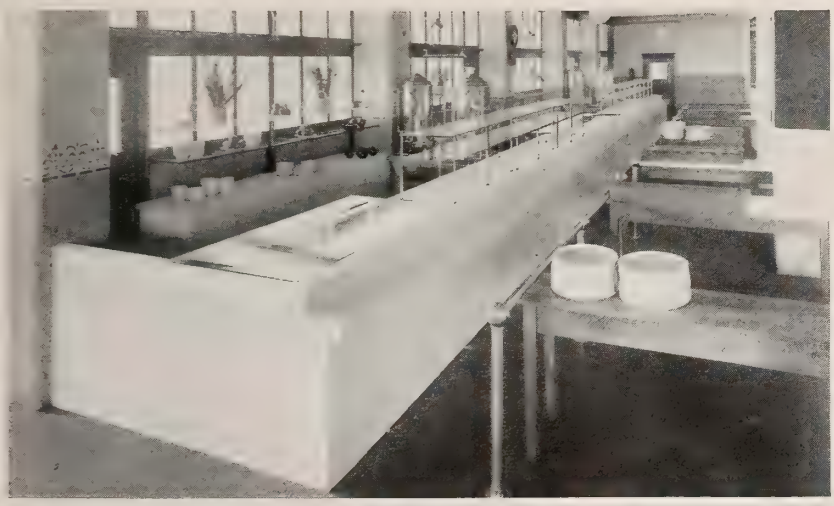
For information regarding industrial opportunities write :

The Alberta Industrial Development Association

400 Lougheed Building
Calgary, Alberta

Brigadier-General H. F. McDonald, C.M.G., D.S.O.
General Manager

Cafeteria Equipment



Cafeteria, Massey-Harris Co., Limited, Toronto

For Industrial Plants

We have installed complete Cafeteria equipment in many large Industrial Plants. The experience of our Designing Department is entirely at your service, either in an advisory capacity or for making a complete plan and an estimate of the cost of Cafeteria Equipment to meet your requirements.

JOHN HILLOCK & COMPANY, LIMITED

Office, Factory and Showroom - - - - - - 154 George Street, Toronto

"MIGHTY OAKS FROM ———"

In 30 years the original, small analytical laboratory of Milton L. Hersey has developed until today the Milton L. Hersey Company, Limited is recognized as one of the foremost firms of Industrial Chemists and Consulting Engineers on the continent.

Our Commercial Laboratories are the largest and best equipped in Canada.

Our Men are practical, scientific engineers and chemists trained to produce results.

Our Experience covers every phase of manufacturing. We constantly analyze or test ingredients, materials and manufactured products; investigate factory processes, methods, practices. We install or check systems of foundry control and mine operation, make physical and chemical inspections, and give a complete engineering service, including expert advice on paving problems.

Inquiries are invited from interested parties

MILTON HERSEY COMPANY, LIMITED
Industrial Chemists, Engineers and Inspectors
MONTREAL AND WINNIPEG

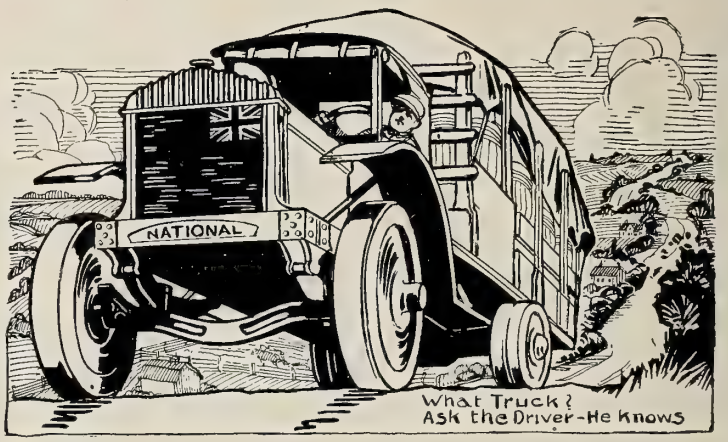
NATIONAL MOTOR TRUCKS

The Choice of Big Business

A FEW NATIONAL USERS

Canadian Oil Co., Limited	30
J. M. Fortier, Montreal	21
City of Hamilton, Ont.	2
Dunlop Tire & Rubber Co., Limited	3
Dodge Manufacturing Co., Montreal	1
Whittall Can Co., Montreal	1
Hudson Bay Company, Calgary	1
Robinson's Dept. Store, Winnipeg	2
B.C. Government (Roads Dept.)	4
F. J. Major Co., Ottawa	2
Bell Telephone Co. of Canada	2
Galbraith Bros., Dundas, Ont.	3

See the nearest NATIONAL Dealer and write for catalogue showing specifications



Repeat orders from users of National Trucks are due to the fact that the truck has met their expectations in every particular. It has stood the test and proven to be dependable and economical to operate.

Four Sizes—1, 1½, 2 and 3 tons

Built in Canada by

The National Steel Car Corporation

HAMILTON - CANADA

REGINA
Saskatchewan
Canada

1920

Regina serves 2,255 miles of Railway and 250 towns and villages. Population of District 466,666.

In districts Nos. 1, 2, 4 and 5 are two-thirds of the population of the Province, and over two-thirds of the grain of the Province is raised in these four districts. Of the 1,870,123 head of stock in the Province, three-quarters of the total are raised in the above four districts.

The figures on this map designate the districts.

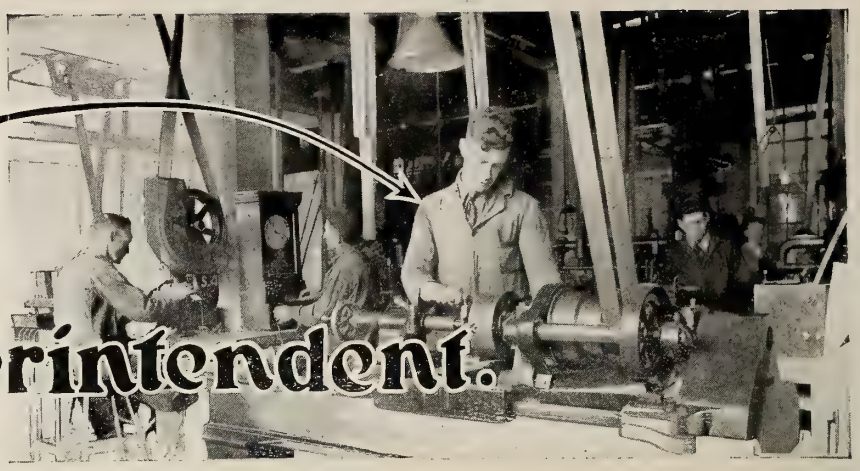


REGINA, the capital city of Saskatchewan is situated on the main line of the Canadian Pacific Railway, Grand Trunk Pacific Railway and Canadian National Railway. It is the principal city between Winnipeg and Calgary, lying 357 miles west of Winnipeg and 483 miles east of Calgary.

REGINA is the largest distributing centre of Western Canada and, as a distributor of farm implements, the greatest in the world, business in this line in one year having reached a total of over $25,000,000.

REGINA is the distributing centre, the commercial centre and the educational centre of this part of Western Canada. Building construction already arranged for, in 1920, amounts to $4,500,000. Every lot in the wholesale area is served with railway tracks; a large portion of the area is still available for building purposes and may be obtained from the City.

For further information apply to L. T. McDONALD, Board of Trade, Regina or Commissioner L. A. THORNTON, City Hall, Regina



Here is your future Superintendent.

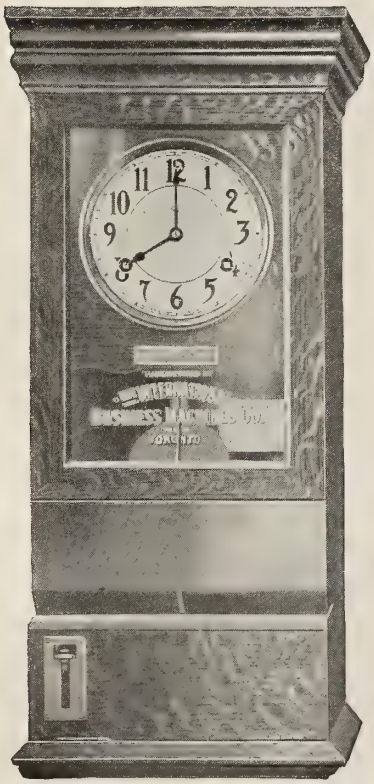
Here is the Machine that helps you find Him.

HE'S one of your producers! The "International" Job Time Recorder finds him for you. There are other good workers, and there are also non-producers.

¶ It is production you are after and this International Job Time Recorder will show you exactly where you are getting it. Automatically printed on each Job Card is the exact starting and stopping time on each and every operation.

¶ The International unerringly records the points of high and excessive production costs through every stage of manufacture—indicates the inefficient workmen, the non-producers and helps you clear out the "deadwood." Best of all, it ***shows the men who are producing*** and develops them by stirring up lively competition. You can ***watch them grow,*** and out of this group who take an interest in your business you'll pick your "Job Bosses" and, when the time comes, your Assistant Foremen.

Why keep your modern machinery hitched to an ancient time and cost recording system when an International Job Recorder will help you "jump" production records to the peak?



International Job Time Recorder

There's an International for every business. Let us send you our literature.

International Business Machines Company, Limited

Time Recorder Division

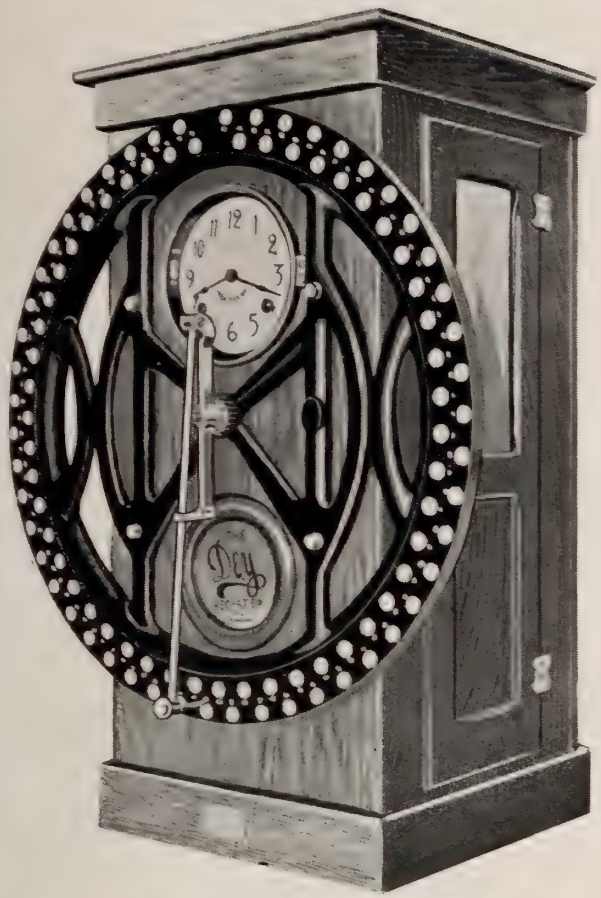
FRANK E. MUTTON, Vice-President and General Manager

Head Office and Factory: Campbell Ave., Toronto, Ont.

Branches in all Principal Cities

(Also makers of Hollerith Electric Tabulators and Dayton Computing Scales)

LET THE RED RECORDS SOLVE YOUR PROBLEM OF TIME-KEEPING



Double Drum Time Recorder

THE flail and the spinning wheel have passed long since into the limbo of unused things. Why cling to the old-fashioned time-book? It served its purpose, too, at one time, in its own dog-eared, inexact and irritating way.

Mistakes and vexation are avoidable.

AUTOMATIC DIAL TIME RECORDERS MEET EVERY NEED, EMPLOYES WRITE THEIR OWN PAY SLIPS

Every feature of the machine is automatic. Wind it once a week. Workmen press a lever, a bell rings and their time is recorded legibly and indisputably.

THE DOUBLE DRUM DIAL RECORDER

IS ONE OF THE SIMPLEST AND MOST CONVENIENT TYPES MADE

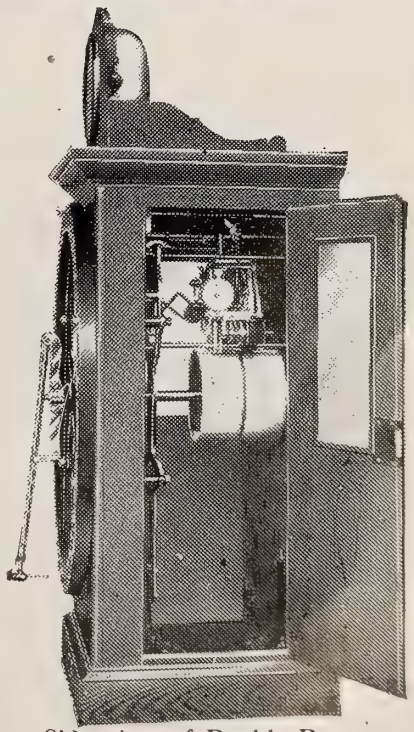
It meets the requirements of plants in which the labour element is shifting. No cards are used. The "DOUBLE DRUM" feature makes possible the removal of yesterday's record without disturbing to-day's and without interruption of the machine's work.

It will automatically change the columns from "in" to "out" and from the first drum to the second drum and show all irregular time "IN LATE," "OUT EARLY" and "OVERTIME" in red figures. All regular time is in green. All employes' registrations are in numerical order.

The Time records of the previous day are totalled in their respective columns and only show the outer column with the total number of hours worked that day. Back records may be seen readily by turning back the slips.

The RED RECORDS indicate "IN LATE" or "OUT EARLY." In making up your payroll, look at the reds only—the others are full time. The red records eliminate eighty per cent. of the clerical work on your payroll.

The "DOUBLE DRUM" Recorder is made in three sizes with capacity for fifty, one hundred or one hundred and fifty employes. They are saving the time and worry of cashiers in many of Canada's large plants. They promote punctuality and honesty as well as eliminate irritation and friction over payroll records.



Side view of Double Drum Time Recorder

International Business Machines Co., Limited

FRANK E. MUTTON, Vice-President and General Manager

Head Office and Factory, 300 to 350 Campbell Avenue, Toronto

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HALIFAX, 44 Granville St.
QUEBEC, 506 Merger Bldg.
MONTREAL, 1 and 3 Notre Dame St. W.
OTTAWA, 188 Queen St.
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WALKERVILLE ONT., 44 Lincoln Rd.
WINNIPEG, 227 McDermott Ave.
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(Also manufacturers of International Time Recorders and Hollerith Electric Tabulators)

Your Foreign Trade

We are in close connection with large and reputable English and Continental importers and exporters and are in a position to place your goods on the foreign market to very good advantage.

We also handle orders for goods of foreign manufacture, and guarantee prompt service.

Your inquiries shall be given personal attention.

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16 McGill College Ave., Montreal

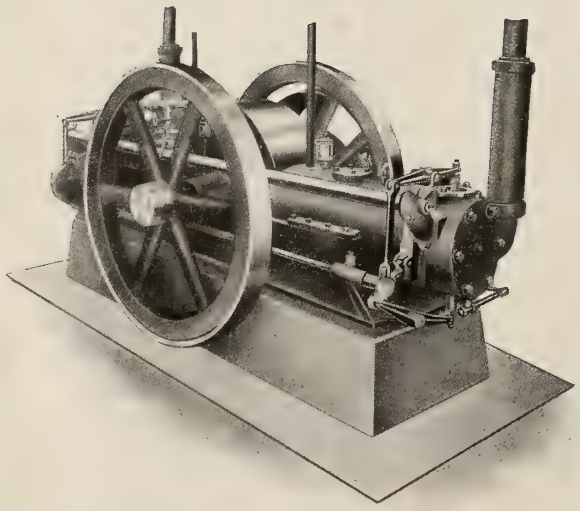
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We manufacture Engines from 2 to 50 H.P. Single and Double Opposed Cylinders—Operate on Gas, Kerosene, Naphtha, etc.

The Highest Grade on the Market—Thousands in operation.

Tanks and Towers for Sprinklers, etc.

Concrete Mixers, Kerosene Tractors, etc.

Goold, Shapley and Muir Company, Limited
Brantford Portage La Prairie Regina Calgary

Steamship Sailings

Proposed Sailings from Montreal and Vancouver to Various Ports of the World

FROM MONTREAL

To Liverpool

Canada	White Star-Dominion Line	Ab't June 12
*Victorian	C.P.O.S. Line	Ab't June 9

*Sails from Quebec.

To St. Nazaire (France)

Alston	Marine Navigation, Ltd.	Ab't June 15

To Gottenburg (Sweden), Malmo and Norrkoping

A Steamer	Swedish Amer. Line (Furness Whithy, Agents)	Ab't July 10

To Antwerp

Western Plain	Red Star Line	Ab't June 16

To Leith

Cairnvalona	Thomson Line	Ab't June 13

To Buenos Aires, Montevideo, Rosario (South America)

Hottensius	Houston Line	Ab't June 30

To Avonmouth Dock (Bristol)

Lowlands	Cunard Line	Ab't June 10

To Hull

Rossano	Furness Line	Ab't June 10

To Belfast

Dunaff Head	Head Line	Ab't June 10

To Dublin

Fanad Head	Head Line	Ab't June 10

To Rotterdam

Lord Antrim	Head Line	Ab't June 12

To Rio De Janeiro (Brazil), Montevideo and Buenos Aires

Canadian Pioneer	Can. Govt. Mer. Marine, Ltd.	Ab't June 15

To Kingston (Jamaica), and Havana (Cuba)

Canadian Gunner	Can. Govt. Mer. Marine, Ltd.	Ab't June 22

FROM VANCOUVER

To Kobe, Yokohama, Nagasaki, Japan.

‡Protesilaus	Blue Funnel Line	Middle June
Empress of Japan	C.P.O.S. Limited	June 23
Yomei Maru	Trans. Oceanic Company	Late June
Empress of Asia	C.P.O.S. Limited	July 1
Monteagle	C.P.O.S. Limited	July 10
Tyndareus	Blue Funnel Line	Middle July
Mattawa	C.P.O.S. Limited	July 20
Empress of Russia	C.P.O.S. Limited	July 29

See Note 1.

To Shanghai, Hongkong, China

†Protesilaus	Blue Funnel Line	Middle June
Empress of Japan	C.P.O.S. Limited	June 23
M. S. Dollar	Canadian Robert Dollar Co.	June 25
Empress of Asia	C.P.O.S. Limited	July 1
Monteagle	C.P.O.S. Limited	July 10
†Tyndareus	Blue Funnel	Middle July
Mattawa	C.P.O.S. Limited	July 20

* Calls Moji instead of Nagasaki.
† Do not call at Shanghai.
‡ Do not call at Nagasaki.
See Note 2.

To Manila, Philipine Islands

Protesilaus	Blue Funnel Line	Middle June
M. S. Dollar	Canadian Robert Dollar Co.	June 25
S.S.Empress of Russia	C.P.O.S. Limited	July 29
Melville Dollar	Canadian Robert Dollar Co.	Late July

To Singapore, Strait Settlements

M. S. Dollar	Canadian Robert Dollar Co.	June 25
Mattawa	C.P.O.S. Limited	June 25

To Australian and New Zealand Ports

Waihemo	Canadian Australian Line	June 17
Makura	Canadian Australian Line	Late June
A Cargo Steamer	Canadian Australian Line	Late June
Canadian Exporter	Can. Govt. Mer. Marine Ltd.	July 1

See Note 4.

Note 1. Handling freight for all inland points.
Note 2. Handling freight for all inland points also ports beyond Hongkong.
Note 4. Handling freight for all ports and inland points in Australia and New Zealand.

THE MERCHANTS BANK OF CANADA

Statement of Liabilities and Assets at 30th April, 1920

LIABILITIES

1. To the Shareholders	1920	1919
Capital Stock, paid in	$ 8,400,000.00	$ 7,000,000.00
Rest or Reserve Fund	8,400,000.00	7,000,000.00
Dividends declared and unpaid	338,159.22	194,194.00
Balance of Profits as per Profit and Loss Account submitted herewith	260,774.98	574,043.32
	$ 17,398,934.20	$ 14,768,237.32
2. To the Public		
Notes of the Bank in Circulation	14,791,027.00	13,316,033.00
Deposits not bearing interest	45,368,876.69	43,552,214.61
Deposits bearing interest (including interest accrued to date of Statement)	114,132,175.79	91,904,993.37
Balances due to other Banks in Canada	2,747,402.86	2,614,696.64
Balances due to Banks and Banking Correspondents in the United Kingdom and foreign countries	831,997.39	105,076.96
Bills payable	.....	.....
Acceptances under Letters of Credit	2,117,441.21	464,153.05
Liabilities not included in the foregoing	.....	.....
	$197,387,855.14	$166,725,404.95

ASSETS

Current Coin		$ 4,193,117.50	$ 4,946,946.33
Deposit in the Central Gold Reserves		7,500,000.00	7,000,000.00
Dominion Notes		8,407,003.25	8,405,602.50
Notes of other Banks		1,170,482.00	985,044.00
Cheques on other Banks		11,093,195.77	6,082,616.99
Balances due by other Banks in Canada		9,400.50	3,215.80
Balances due by Banks and Banking Correspondents in the United Kingdom		445,034.79	123,496.50
Balances due by Banks and Banking Correspondents elsewhere than in Canada and the United Kingdom		1,561,157.87	1,903,040.10
Dominion and Provincial Government Securities, not exceeding market value		7,893,229.90	6,005,573.65
Railway and other Bonds, Debentures and Stocks, not exceeding market value		4,507,688.10	4,119,705.32
Canadian Municipal Securities and British, Foreign and Colonial Public Securities other than Canadian		13,239,204.59	15,238,399.32
Call Loans in Canada on Bonds, Debentures and Stocks		6,471,494.31	5,134,690.71
Call Loans elsewhere than in Canada		6,206,537.78	2,801,857.72
		$ 72,697,546.36	$ 62,750,188.94
Current Loans and Discounts in Canada (less Rebate of Interest)	$113,198,913.90		
Loans to Cities, Towns, Municipalities and School Districts	3,587,491.69		
		116,786,405.59	95,874,426.04
Current Loans and Discounts elsewhere than in Canada (less Rebate of Interest)		1,117,268.51	332,918.12
Liabilities of Customers under Letters of Credit as per contra		2,117,441.21	464,153.05
Real Estate other than bank premises		604,325.33	782,326.64
Overdue Debts, estimated loss provided for		352,737.25	386,973.56
Bank premises at not more than cost (less amounts written off)		*2,576,630.21	5,253,269.48
Deposit with the Minister for the purposes of the Circulation Fund		377,000.00	366,000.00
Other Assets not included in the foregoing		758,500.68	515,149.12
		$197,387,855.14	$166,725,404.95

* After crediting amount received in respect of Premises transferred to The Merchants Realty Corporation, Limited.

H. MONTAGU ALLAN,
President.

D. C. MACAROW,
General Manager.

Report of the Auditors to the Shareholders of The Merchants Bank of Canada

In accordance with the provisions of sub-sections 19 and 20 of section 56 of the Bank Act, we report to the shareholders as follows:—

We have examined the above Balance Sheet with the Books of Account and other records at the Chief Office of the Bank and with the signed returns from the Branches and Agencies and have checked the cash and verified the securities of the Bank at the Chief Office against the entries in regard thereto in the books of the Bank at 30th April, 1920, an dat a different time during the year and found them to agree with such entries. We also attended at some of the Branches during the year and checked the cash and verified the securities held at the dates of our attendances and found them to agree with the entries in regard thereto in the books of the Bank.

We have obtained all the information and explanations we have required. In our opinion, the transactions of the Bank which have come under our notice have been within the powers of the Bank, and the above Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the Bank's affairs, according to the best of our information and the explanations given to us, and as shown by the books of the Bank.

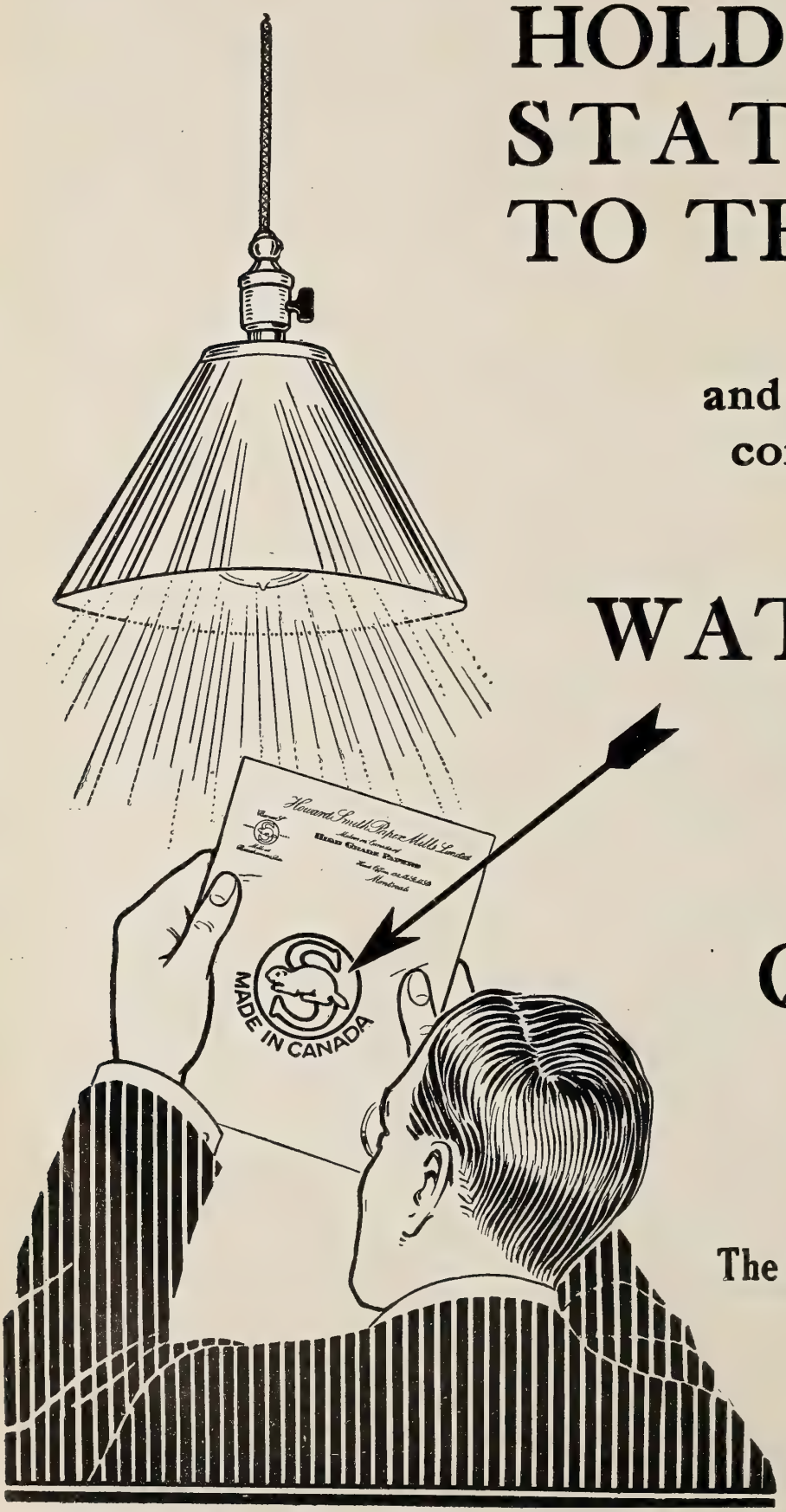
VIVIAN HARCOURT, }
GORDON TANSLEY, } Auditors.
(Of the firm of Deloitte, Plender, Griffiths & Co.)

Montreal, 25th May, 1920.

HOLD UP YOUR STATIONERY TO THE LIGHT

and see that it contains this

WATERMARK



It is your guarantee for

QUALITY

-Made-in-Canada-

BY

The Howard Smith Paper Mills
LIMITED

138 McGill St., MONTREAL

MILLS AT

BEAUHARNOIS, QUE. and
CRABTREE MILLS, QUE.

OFFICE AND FINANCE

Keeping an Accurate Record of Stock

By W. R. PATERSON

DESPITE the fact that materials in all lines of buisness are so hard to procure and that it is absolutely necessary to keep an efficient stock record, there are still quite a large number of executives who pay very little attention to this all-important part of their business.

They have not as yet realized that the only real value to-day is merchandise. Money is simply an instrument to facilitate the exchange of merchandise, and it is hard indeed to understand why any business man, who usually employs such careful methods for the protection of actual cash and cash values in the shape of book records, gives such little attention to the protection of his stock.

Both are tangible assets. The stock on the shelves is just as valuable as cash in the till. And to-day it is even more so in some cases, because the stock on hand could not be replaced for some considerable length of time and at a greatly increased price.

The stockkeeper, who is the custodian of the company's property and is accountable for its disposition, is in exactly the same position as a cashier or comptroller, who is responsible for the money entrusted to his custody. Logically, then, an intelligently planned and accurate system for keeping track of stock is as important to successful business operation as the indispensable system for recording book and cash assets.



A Stock Recording System

A proper system for handling and recording stock calls for just as close recording work on stock records as it does for actual money. The saving effected in this manner in a year will more than pay for the cost entailed in installing and keeping up a stock record system

In most factories there are generally two stock departments—the raw stock department and the finished stock department. Both of these departments must, of course, operate a stock record for their respective stock. The raw stock department furnishes materials to the various manufacturing departments on receipt of requisitions issued by the various foremen. At the close of the day these requisitions are posted off the raw stock inventory card.

In the finished stock department manufactured products are shipped on order from the office to customers, and are promptly checked off the inventory. The inventory records are easily kept by the stockkeeper, although in some cases it is more advantageous to control them from the office. In the rush to get the goods out there is the possibility of the shipper forgetting to subtract the shipments from the stock record.

Efficient stock records are essential to every manufacturing concern. No factory can afford to jeopardize production through lack of this "barometer" that gives timely warning of the shrinkage of materials necessary to the conduct of continuous manufacturing operations. With effective regulation being attached to the keeping and requisitioning of all supplies, the physical inventory should at all times agree with the card record. Even though the stock department is conducted efficiently, regardless of the accurate day-to-day control of materials which the stock record assures, many firms make it a rule to check up their inventories at stated periods. This practice is a final check, and is to be commended.

Guesswork has no place in any production activity of the present day. It is no longer satisfying to the factory general superintendent to receive the report that "the coal pile is in fair shape." He wants to know how many days' working energy is in the pile, measured by actual weight.

Coal, lumber, steel and paper—every raw product upon which the factory is dependent must be accurately recorded. The stockkeeper must make sure that none of the raw products gets down to the danger point that threatens hampered production—but perpetual stock record masters the problem for all.

Summarized briefly, the reasons for, and the advantages resulting from, an efficient stock record are:

(1) Prevention of use of material without authorization or without being accounted for.

(2) Prevention of unnecessary investment in material, by setting properly calculated maximum and minimum amounts for each item of stock.

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $20,000,000
Rest - - - $20,000,000
Undivided Profits, $2,090,440
Total Assets - $571,150,138

BOARD OF DIRECTORS:

Sir Vincent Meredith, Bart., President
Sir Charles Gordon, G.B.E., Vice-President
R. B. Angus, Esq. — Lord Shaughnessy, K.C.V.O.
C. R. Hosmer, Esq. — H. R. Drummond, Esq.
D. Forbes Angus, Esq. — Wm. McMaster, Esq.
Lt.-Col. Molson, C.M.G., M.C. — Harold Kennedy, Esq.
H. W. Beauclerk, Esq. — G. B. Fraser, Esq.
Col. Henry Cockshutt — J. H. Ashdown, Esq.
E. W. Beatty, Esq., K.C.

Head Office: MONTREAL

Sir Frederick Williams-Taylor, General Manager

Branches and Agencies: Throughout Canada and Newfoundland At London, England, and at Mexico City In Paris, Bank of Montreal (France) In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal). West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

A GENERAL BANKING BUSINESS TRANSACTED

ESTABLISHED 1875

IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

PELEG HOWLAND, President

The Bank offers a service of the highest order to Canadian manufacturers because of its 180 Branches located in important industrial and agricultural centres throughout Canada.

COLLECTIONS made at all points in Canada and in foreign centres.

DRAFTS—Money Orders and Letters of Credit issued, available throughout the world.

EXCHANGE—Domestic and Foreign Exchange bought and sold.

SAVINGS received at all Branches—interest credited half yearly at current rate.

Accounts of Merchants and Manufacturers solicited.

HEAD OFFICE - TORONTO

(3) Elimination of errors in promising delivery of goods not in stock.

(4) Proper identification and proof of the proper articles being shipped.

(5) A daily record of stock after the shipments of each day have been made—properly called a perpetual inventory.

(6) Maintenance of a perpetual inventory, which is kept checked up against the controlling stock, and which will give tangible proof of the amount of stock on hand when settling insurance claims.

(7) A clear indication of how and when every item of stock is used.

(8) Fixes the responsibility and checks the efficiency of the stockkeeper.

Bank of Montreal

Half-yearly Report Shows Large Increase in Current Loans to Manufacturers

The half-yearly statement of the Bank of Montreal issued last month reveals a condition that will give confidence to the business men of the country. Just now the world is passing through a particularly trying period, and any means by which basic conditions may be gauged is sure to be carefully examined. The Bank of Montreal statement is one of the best of these gauges.

As compared with a year ago there is a marked expansion in all departments and as a result total assets now stand at $571,150,138, against $489,271,197 a year ago. Of the total assets, liquid assets amount to $302,821,821, against $293,980,708 last year, while total current loans and loans to cities, etc., have gained to $253,637,259, compared with $183,668,838, an increase of approximately $70,000,000.

Both classes of deposits have shown steady advances during the year and deposits not bearing interest now stand at $157,790,000, against $124,736,000 a year ago, while deposits bearing interest have now reached a total of $312,317,174, up from $268,167,111. This represents a gain in total deposits for the year of approximately $77,000,000.

The profit and loss account shows a slight gain, as compared with the corresponding period in the previous year. This is probably due to the very much larger business the bank is now handling. Net profits for the six months to April 30th amounted to $1,802,585, as compared with $1,751,257 in the corresponding period last year. After the payment of dividends and making reservation for bank premises and war tax, the balance carried forward totalled $2,090,440, against $1,661,614 at the end of April a year ago.

Dominion Steel Corporation

Considerable Reduction in Profits for 1919-1920, But Financial Position Otherwise Strong

Income of the Dominion Steel Corporation for the year ended March 31, 1920, including interest on investments and surplus funds, after deducting all manufacturing, selling and administrative expenses, but before charging provision for sinking funds, depreciation and interest, amounted to $5,532,529, as compared with $8,768,054 in 1918-19 and $11,930,112 in 1917-18. Depreciation, sinking fund, renewals, etc., took $1,266,856, and interest on bonds and debentures $1,004,060, leaving net income of $3,261,613, as against $6,450,468 the previous year. After paying preferred dividends, a balance equivalent to 6.15 per cent. on common stock remained. The surplus for the year was $251,984, compared with $3,705,095 in 1918-19.

Total assets rose from $95,910,612 to $102,645,205. Current assets were up from $20,258,469 to $22,053,566. Current liabili-

ties increased from $5,632,821 to $9,600,837. Surplus current assets or net working capital showed a decrease from $14,625,648 to $12,452,729.

The statement says: "On account of trade conditions, operation of the Steel Company's works was greatly restricted during the months of August, September, October and November, and in consequence, the year's output of steel was correspondingly reduced. During the last quarter of the fiscal year operations were gradually increased, and are now upon a more satisfactory basis. It will be noted that a new item has been added to the list of materials produced, and that steel plates are now being made in quantities."

Merchants Bank

Remarkable Year of Growth With Large Increase in Assets is Reported By This Bank

The annual statement of the Merchants Bank of Canada, for the year ending April 30th, shows a remarkable increase both in the volume of business and in the strength and character of the assets, as well as in the profits derived by the shareholders of the bank.

The total amount of assets is now in excess of 197 million dollars, being an increase of nearly 31 million dollars for the year. About $2,800,000 of this increase is not accompanied by any increase of liabilities to the public, being due to the issue of $1,400,000 of capital stock, now fully paid up, and to the increase of the Rest Fund by $700,000 of premium on the new stock, and $700,000 out of profits. The chief cause of the increase in the volume of business is the growth of deposits which are now over 163 million dollars, and have increased during the year almost $25,000,000.

Against its total public liabilities of just under 180 million dollars, the Bank holds quick assets amounting to over seventy-two and a half million dollars, or a ratio of nearly 40.81 per cent.

In spite of the strength of its liquid position, the Bank is doing an immense amount of work for the assistance of current business in Canada, as is shown in the current loans and discounts in the Dominion, which now total $113,198,913.

Net profits for the year were the greatest in the history of the Bank, amounting to $1,686,156, an increase of $300,000 over the previous year. A bonus of 1 per cent. was added to the regular 12 per cent. dividend, so that the total distribution to the shareholders amounted to $1,068,286, while $700,000 was added to the Rest Fund, and $100,000 was written off Premises Account, the balance carried forward being $260,774.

Standard Chemical Co.

Profits in 1919 Were Much Reduced But Financial Position is Stronger

Gross profits of the Standard Chemical Co., Limited, for the year 1919 were $118,607, to which was added the sum of $200,000 derived from an inventory reserve fund previously provided out of profits. From this total $150,000 was charged to depreciation; $86,927 paid on interest; $60,211 for maintenance and improvements, leaving a balance of $21,468 to be carried to surplus account, which now amounts to $305,247, as against $311,577 at the end of the previous year.

Referring to the condition of the industry, L. M. Wood, chairman of the board, states that following the war the wood distillation industry became badly demoralized, and plants were shut down during the spring and summer months to about 30 per cent. of normal capacity. The company emerged from this period with greatly reduced liabilities and with very little loss.

BUSINESS LOANS

This Bank is at all times prepared to assist legitimate business enterprises requiring banking accommodation, either by way of secured loans or the discount of approved trade paper.

THE CANADIAN BANK OF COMMERCE

PAID-UP CAPITAL - - - $15,000,000
RESERVE FUND - - - $15,000,000

87A

The Merchants Bank of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital - - - - - $ 8,400,000
Reserve Fund and Undivided Profits - - 8,660,774
Total Deposits (April 30, 1920) - - - 163,000,000
Total Assets (April 30, 1920) - - - 197,000,000

President: Sir H. Montagu Allan, C.V.O.
Vice-President: K. W. Blackwell
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett

AN ALLIANCE FOR LIFE

Many of the large Corporations and Business houses who bank exclusively with this institution have done so since their beginning. Their banking connection is for life—yet the only bonds that bind them to this bank are the ties of service, progressiveness, promptness and sound advice.

391 Branches in Canada Extending from the Atlantic to the Pacific

Better Results from Business Letters

¶ Advertising managers and sales managers are striving continually for better letters—letters that have the "punch" or the "pull" that gets results. The most effective letter is handicapped before it is read if it is enclosed in an envelope or written on a paper that makes an unfavorable impression. Good paper in your stationery commands attention and respect. It instils a confidence that compels action.

THE FINEST BOND PAPER MADE IN CANADA IS

SUPERFINE LINEN RECORD

¶ If not already using it—ask your printer or lithographer about it—he knows it and will recommend it. Let us send you examples of printing and lithographing work produced on Superfine Linen Record.

MADE IN WHITE, AZURE AND BUFF

The Rolland Paper Co., Limited

HIGH-GRADE PAPER MAKERS

MONTREAL, P.Q.

Mills at
St. Jerome, P.Q., and Mont Rolland, P.Q.

Superfine Linen Record

Grand Prix, Paris, 1900
Gold Medal, Chicago, 1893
Gold Medal, Antwerp, 1883
(Other similar awards)

Canada's Greatest Bond and Ledger Paper

CHARLES F. DAWSON, LIMITED

Wholesale and Manufacturing Stationers

MONTREAL

Bookbinding Printing Ruling
Embossing Engraving Lithographing

Manufacturers in every branch of the industry
Carry a large stock of every office requisite

WE OFFER

Accurate, intelligent attention — Cumulative experience of ninety years
Prompt careful deliveries — Fair prices — Satisfaction

On account of the service offered, we number among our friends most of the Governments, Federal and Provincial—Municipalities, Banks, Transportation Companies, Corporations, Professional Firms, Colleges, Schools, etc.

If you have not already done so—why not open a ledger account with us. You will be surprised at the change.

P.S.—Catalogues and advertising literature yours for the asking

Ontario Smelters and Refiners

Offering of $250,000 First Mortgage Gold Bonds Being Made to Finance Enlargement

An offering of $250,000 seven per cent. first mortgage gold bonds, maturing serially from 1925 to 1940, is being made by Tanner, Gates & Co., Toronto, for the Ontario Smelters & Refiners, Limited. This company have recently taken over the Standard Smelting & Refining Co., formerly the North Bay and Chippawa and the Metals Chemical Co., of Welland, Ont. The proceeds from the sale of the bonds are to be used for the purpose of enlarging the company's manufacturing plant, additions to the smelter and erection of new buildings. The bonds are offered at par and accrued interest, with a 25 per cent. bonus of common stock.

Dominion Loose Leaf

Ottawa Company Issue $150,000 Eight Per Cent. Cumulative Participating Preferred Stock

An offering of $150,000 eight per cent. cumulative participating preferred stock of the Dominion Loose Leaf Co., Limited, Ottawa, has recently been made by Housser, Wood & Co., Toronto. The stock is offered at 100 and accrued dividends. The company's business was established in 1910 and has enjoyed rapid growth. A new building is now under erection which will be occupied within the next eight months. The company manufacture a complete line of loose leaf, card index and vertical filing system. There are no bonds outstanding and only $35,600 of $350,000 authorized common stock has been issued.

Imperial Bank

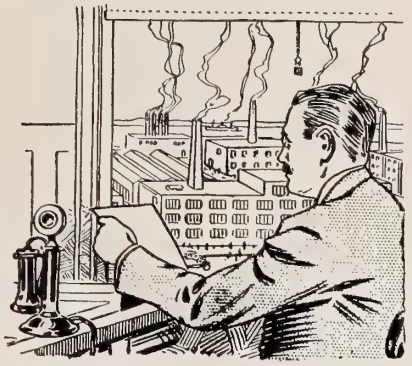
Substantial Appreciation in Profits, Commercial Loans and in Amount Carried Forward

There are two fixed items in the financial statement of a chartered bank which, in the main, reflect the relationship of the institution to the public. The one is the deposit account, which in a measure reflects the confidence of the public; the other is commercial loans, which reflects the measure of the bank's connection with the business interests of the country. In both these respects the financial statement of the Imperial Bank of Canada for the fiscal year ending April 30th, as submitted to the shareholders at their annual meeting in Toronto on May 26th, is a matter of satisfaction.

Deposits increased by no less than $14,585,983, or 17.53 per cent. The total on April 30th stood at $97,784,217, as compared with $83,198,234 on the corresponding date in 1919. Savings deposits at $72,676,679, showed an increase over the previous year of $10,964,535, or 18 per cent., while demand or non-interest-bearing deposits increased by $3,621,448.

Commercial loans stood at $60,452,943, as compared with $48,544,711 a year ago. An increase of $11,908,232, or 24.53 per cent., within the past twelve months, is indicative of the support which the Imperial Bank is giving to legitimate Canadian enterprises.

The profits for the year amounted to $1,379,318, as compared with $1,247,516, an increase of $151,802. In consequence of this excellent showing, the shareholders receive a bonus of one per cent. in addition to the usual dividend of 12 per cent. That this bonus was warranted is evident from the fact that, after allowances for pension and guarantee funds, contributions to repatriation campaign, and the payment of Dominion Government taxes, amounting to $125,000, as against $70,000 the previous year, the balance of account carried forward was $1,062,278.



INDUSTRY

WE offer every legitimate financial facility to growing manufacturers. We are prepared to make advances against approved trade paper. The collection of drafts receives special attention. Sound industries can obtain necessary backing for development. Our practical advisory assistance can be an all-important factor in the success of any industry.

Resources exceed $174,000,000

UNION BANK OF CANADA

THE ROYAL BANK OF CANADA

Capital Paid Up..... $17,000,000
Reserve and Undivided Profits..... 18,000,000
Total Assets Over..... 500,000,000

HEAD OFFICE - MONTREAL

BOARD OF DIRECTORS:

Sir Herbert S. HOLT, Pres.	E. L. PEASE, Vice-Pres.
Jas. Redmond	Sir Mortimer B. Davis
G. R. Crowe	G. H. Duggan
D. K. Elliott	C. C. Blackadar
Hon. W. H. Thorne	John T. Ross
Hugh Paton	R. MacD. Paterson
A. J. Brown, K.C.	W. H. McWilliams
W. J. Sheppard	Capt. Wm. Robinson
C. S. Wilcox	A. McTavish Campbell
A. E. Dyment	Robert Adair
C. E. Neill	T. Sherman Rogers, K.C.

OFFICERS

E. L. Pease, Man. Director; C. E. Neill, Gen. Manager
M. W. Wilson, Supt. of Branches.

Branches in every Province of the Dominion of Canada and in Newfoundland; in Havana and throughout Cuba, Porto Rico, Dominican Republic, Haiti, Martinique, Guadeloupe; Costa Rica, and Venezuela; in Antigua, Bahamas, Barbados, Dominica, Grenada, Jamaica, Montserrat, Nevis, St. Kitt's, Trinidad, British Guiana, British Honduras.

ARGENTINE—Buenos Aires.
BRAZIL—Rio de Janeiro. URUGUAY—Montevideo.
SPAIN, Barcelona—Plaza de Cataluna 6.
LONDON, England, OFFICE—Princes St., E.C.
NEW YORK AGENCY—68 William St.
PARIS AUXILIARY
THE ROYAL BANK OF CANADA, (FRANCE)
Savings Department at all Branches

A specialist in your industry is ready to assist you to reduce your costs, increase your production or develop your sales

Thorne, Mulholland, Howson & McPherson

INDUSTRIAL ADVISORS

Bank of Hamilton Building - - - Toronto, Ont.

Riordon Sales Company, Limited

MONTREAL

Riordon Pulp & Paper Company Limited
MAPLE LEAF
BLEACHED SULPHITE
MADE IN CANADA

Offer for Sale

SULPHITE FIBRE WOOD PULP

BLEACHED AND UNBLEACHED

FOR PAPER MILLS

IMPERVIOUS SPRUCE SHEATHING

LUMBER

SPRUCE, HEMLOCK AND PINE, CEDAR RAILWAY TIES AND SHINGLES, SPRUCE CLAPBOARDS

Sales Managers: T. J. STEVENSON, GEO. E. CHALLES

THE BROWN BROTHERS LIMITED

Simcoe and Pearl Sts. TORONTO



MANUFACTURERS OF

ACCOUNT BOOKS, LOOSE LEAF LEDGERS

Binders and Specialties

LEATHER GOODS—DIARIES—STATIONERY

Printers' and Bookbinders' Supplies

Established 1849 **BRADSTREET'S** Capital and Surplus $1,500,000

Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

uubscriptions are based on the service furnished, and are available only by reSptable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

OFFICES IN CANADA

Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

C. A. B. BROWN, Superintendent, Toronto

EXPORTERS OF

Reed Organs, Piano Stools, Music Cabinets.

Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats, Flush Tanks, Medicine Cabinets,

Everything for the Bathroom.

Write for Catalogue C and Price List.

IMPERIAL BANK OF CANADA

Forty-fifth Annual Meeting of the Shareholders

The Forty-fifth Annual General Meeting of the Imperial Bank of Canada was held in pursuance of the terms of the Charter at the Head Office in Toronto on Wednesday, 26th May, 1920. at 12 noon.

THE REPORT

The Directors have pleasure in presenting to the Shareholders the Forty-fifth Annual Report and Balance Sheet of the affairs of the Bank as on 30th April, 1920, together with Statement of Profit and Loss Account, showing the result of the operations for the year.

The balance at credit of Profit and Loss Account brought forward from last year was	$65,459 66
Net profits for the year, after deducting charges of management, auditors' fees and interest due depositors, and after making provision for bad and doubtful debts and for rebate on bills under discount, amounted to	1,379,318 38
Making a total at credit of Profit and Loss Account	$2,244,778 04

This amount has been appropriated as follows:

Dividends at the rate of 12 per cent. per annum	$840,000 00
Special bonus of 1 per cent. for the year	70,000 00
Annual contribution to Officers' Pension and Guarantee Funds	42,500 00
Special contribution to Pension Fund	100,000 00
Contribution to Repatriation Compaign	5,000 00
Dominion Government Taxes	125,000 00
Balance of Account carried forward	1,062,278 04
	$2,244,778 04

During the year Branches of the Bank have been opened at the following points, in addition to those referred to in last year's Report:—

In Alberta:—Benalto, Bittern Lake, Cherhill; Edmonton; 124th Street, Norwood Boulevard; Griffin Creek, Gwynne, Lousana, Robinson's Crossing, Trochu, Westlock.

In British Columbia:—Creston, Michel.

In Manitoba:—MacGregor; Winnipeg—Portage and Colony Street.

In Ontario:—Toronto: Kingston Road and Balsam Avenue, Monarch Park Avenue and Danforth; Avon, Crampton, Hawkesbury, Hearst, Hilton, Mount Elgin; St. Thomas: Ross and Wellington Streets; Schomberg, Stamford, Sioux Lookout, Verschoyle, Walkerville.

In Saskatchewan:—Cando, Edgeley, Foam Lake, Handel, Lebret, Phippen, Yorkton.

The following Branches have been closed:—

In Alberta:—Robinson's Crossing, Rockfort.

In British Columbia:—Kimberley.

In Ontario:—Mount Elgin.

It is with deep regret that your Directors have to record the death during the year of Mr. William Ramsay, who was one of the original founders of the Bank and a Director since its inception; also of Mr. Elias Rogers, who has been a Director since 1897 and Vice-President since 1914. The vacancy in the Vice-Presidency has been filled by the appointment of Dr. W. H. Merritt.

The vacancies on the Board have not been filled, and a by-law reducing the number of Directors to ten with power to increase the number to twelve will be submitted to you.

Mr. A. E. Phipps, who has been in the service of the Bank since 1891, and has until recently been Superintendent of Branches, has been appointed to the position of Assistant General Manager.

The Auditors appointed by you have made their examinations as required by the Bank Act, and their Report and Certificate is appended to the Balance Sheet. They offer themselves for reappointment. The Head Office and Branches have also been carefully inspected during the year in accordance with the usual custom.

The Directors again desire to testify to the satisfactory manner in which the Officers of the Bank have discharged their respective duties.

All of which is respectfully submitted.

PELEG HOWLAND,
President.

LIABILITIES

Notes of the Bank in circulation		$13,354,212 00
Deposits not bearing interest	$25,107,537 14	
Deposits bearing interest, including interest accrued to date of Statement	72,676,679 95	
		97,784,217 09
Balances due to other Banks in Canada	$469,348 67	
Due to Banks and Banking Correspondents in the United Kingdom	5,192 78	
Deposits by Balances due to Banks elsewhere than in Canada and the United Kingdom	320,519 61	
Acceptances under Letters of Credit (as per contra)	498,400 00	
		1,293,461 06
Total Liabilities to the public		$112,431,890 15
Capital Stock paid in		7,000,000 00
Reserve Fund Account	$7,500,000 00	
Dividend No. 119 (payable 1st May, 1920), for three months, at the rate of 12% per annum	210,000 00	
Bonus of 1% for the year, payable May 1st, 1920	70,000 00	
Balance of Profit and Loss Account carried forward	1,062,278 04	
		8,842,278 04
		$128,274,168 19

ASSETS

Current Coin held by the Bank....	$2,647,154 62	
Dominion Government Notes	7,928,326 25	
		$10,575,480 87
Deposit in the Central Gold Reserves.....		7,000,000 00
Deposit with the Minister for the purposes of the Circulation Fund		404,897 03
Notes of other Banks.....		876,388 00
Cheques on other Banks.....		5,875,348 18
Balances due by other Banks in Canada.....		530,015 89
Due from Banks and Banking Correspondents in the United Kingdom		1,218,911 99
Due from Banks and Banking Correspondents elsewhere than in Canada and the United Kingdom		3,689,940 38
		$30,170,982 34
Dominion and Provincial Government Securities, not exceeding market value	$6,436,659 57	
Canadian Municipal Securities, and British, Foreign and Colonial Public Securities other than Canadian	11,304,227 15	
Railway and other Bonds, Debentures and Stocks, not exceeding market value	412,046 82	
		18,152,933 54
Loans to Provincial Governments.	$1,157,000 00	
Loans to Cities, Towns, Municipalities and School Districts.....	5,279,714 11	
Call and Short Loans (not exceeding thirty days) in Canada on Bonds, Debentures and Stocks...	5,739,096 95	
		12,175,811 06
		$60,499,726 94
Other Current Loans and Discounts in Canada (less rebate of interest)		60,452,943 43
Liabilities of Customers under Letters of Credit (as per contra)		498,400 00
Overdue Debts (estimated loss provided for).....		514,924 72
Real Estate (other than Bank premises).....		576,760 57
Mortgages on Real Estate sold by the Bank.....		517,306 56
Bank Premises, at not more than cost, less amounts written off		4,655,304 11
Other Assets, not included in the foregoing.....		558,792 86
		$128,274,168 19

PELEG HOWLAND,
President.

W. MOFFAT,
General Manager.

Auditors' Report to Shareholders

We have compared the above Balance Sheet with the books and accounts at the Chief Office of Imperial Bank of Canada and with the certified returns received from its Branches, and after checking the cash and verifying the securities at the Chief Office and certain of the principal Branches on 30th April, 1920, we certify that in our opinion such Balance Sheet exhibits a true and correct view of the Bank's affairs according to the best of our information, the explanations given to us and as shown by the books of the Bank.

In addition to the examinations mentioned, the cash and securities at the Chief Office and certain of the principal Branches were checked and verified by us during the year and found to be in accord with the books of the Bank.

All information and explanations required have been given to us and all transactions of the Bank which have come under our notice have in our opinion been within the powers of the Bank.

G. T. CLARKSON, F.C.A.
R. J. DILWORTH F.C.A.
of Clarkson, Gordon & Dilworth.

The customary motions were made and carried unanimously.

Mr. G. T. Clarkson, F.C.A., Toronto, and Mr. R. J. Dilworth, F.C.A., Toronto, were appointed Auditors of the Bank for the ensuing year.

The Scrutineers appointed at the meeting reported the following Shareholders duly elected Directors for the ensuing year: Mr. Peleg Howland, William Hamilton Merritt, M.D. (St. Catharines), Sir William Gage, Sir James Aikins, K.C. (Winnipeg), John Northway, J. F. Michie, Sir James Woods, E. Hay, Frank A. Rolph, R. S. Waldie.

At a subsequent meeting of the Directors, Mr. Peleg Howland was re-elected President, and Dr. W. H. Merritt Vice-President for the ensuing year.

PELEG HOWLAND, President

W. MOFFAT, General Manager

Provincial Paper Mills Co.
Limited

PAPER FOR CATALOGUES

Mills at

Thorold, Georgetown and Mille Roches, Ontario

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SYSTEM SERVICE—The advice and suggestions of our System Service Experts will be gladly supplied to help you solve your office routine problems. The standardization of forms, the making and filing of records and the organization and establishing of office routine and things concerning which, suggestions of System Service Experts are, while offered free to our customers, of untold value.

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Toronto Brantford Winnipeg Calgary Vancouver

Canada's Industrial Expansion

A Record of Progress

Locate in Brantford

Champion Ignition Company, Flint, Michigan, Are Building Canadian Plant

The Champion Ignition Company of Flint, Mich., are locating a Canadian plant in Brantford, which they will operate under the name of the A. C. Spark Plug Co., Limited. A site covering 15¼ acres, which is part of the waterworks property, has been selected and a factory containing 15,000 square feet will be erected. This will be capable of enlargement as required. Operations will be started as soon as the building is completed, which will be in about four or five months. At the outset about 100 people will be employed. The sole product of the industry will be A.C. spark plugs.

Refinery to be Enlarged

Acadia Sugar Refining Co., Halifax, is on the Eve of Big Expansion

New financing at present being carried on by the Acadia Sugar Refining Co., Halifax, will enable the company to enlarge their capacity from 700,000 pounds a day to 1,000,000 pounds a day. The engineers report that with a comparatively small further outlay, the capacity can be increased to 1,500,000 pounds. The property comprises 170 acres with a water frontage of 1,465 feet and docking facilities on deep water open all the year round. The company also own their own cooperage plant at Moncton.

Plant in Operation

Central Spring Company, Oshawa, Have Started Production of Auto Springs

The Central Spring Company's new plant at Oshawa has been completed, and is now under operation. The main building is 80 x 120 feet, with power house 20 x 42 feet, and office building of ample capacity to take care of future expansion. The most up-to-date machinery has been installed for the fabrication of auto springs. When under way, it is expected that the plant will have an output of approximately 220 to 240 tons per month, and will employ 70 operators. The company, who are owned and operated by Ontario Steel Products Co., Limited, Gananoque, have sufficient space for seven more units similar to the one illustrated in the accompanying view.

Flax Industry for Orono

Company Take Over Old Furniture Factory Building for Ten Year Term

A flax industry is to be located in Orono, Ont. According to the *Orono News*, Messrs. Wilder and Hutchinson, who are the promoters, have leased the old Waddell furniture factory for a term of ten years and will at once remodel it for a flax mill. A part of the machinery has already arrived and the balance will be delivered early in July. The prices paid for flax seems to appeal to the farmers of the district, who have readily contracted a satisfactory acreage.

Branch in Port Hope

Cobourg Felt Co., Limited, Are Establishing Branch Industry in Near-by Town

The Cobourg Felt Co., Limited, have taken over the former Helm Foundry plant in Port Hope and are establishing a factory for the manufacture of soft sole felt slippers. The factory is of brick construction, the main section being 40 x 75, two storeys, with addition 40 x 60 feet one storey and wing 40 x 65 feet. In all there is about 10,000 square feet of floor space. The plant is starting with about forty hands and will have a capacity of 1,500 pairs of felt slippers. The





A Fine New Plant For Oshawa

Exterior and interior views of the main building of the Central Spring Company, erected for the fabrication of auto springs, of which it will produce from 220 to 240 tons per month.

plant, which commenced operation in May, will make footwear only, the felt used being made in the company's mills at Cobourg. A. J. Kimmel, president; A. W. Young, vice-president and secretary-treasurer; A. C. Kimmel, managing director.

Buy New Buiding

S. R. Hart & Company Will Occupy Double the Space of Their Present Premises

S. R. Hart & Company, manufacturing stationers, who have been located for many years at 40 Wellington St. East, Toronto, have purchased a five-storey building at 493 King St. West, into which they will move in the fall. They will have double the space in their present premises, as well as additional space which may be used as the expansion of business warrants. Present quarters have proved to be very considerably too small for their business at the present time, with the result that they have been unable to turn out their product at anything like the rate they would wish. In fact, during the last few years, they have been compelled to turn down orders that they have been unable to handle.

A Charlottetown Development

Bruce Stewart & Co., Limited, Are Doubling Capacity of Their Gasoline Engine Plant

An interesting development in Prince Edward Island at the present time is the enlargement of the plant at Charlottetown of Bruce Stewart & Co., Limited, manufacturers of the "Imperial" line of gasoline engines. In order to meet the increasing demand for these engines, it has been found necessary to erect a new building. This is a structure 60 x 120 feet, brick with concrete trimmings and steel sash, asbestos-slate roofing diagonal pattern and thoroughly fireproof. It will be ready for occupation about July 1st, and will about double the company's capacity. In addition to manufacturing gasoline engines, Bruce Stewart & Co., Limited, conduct a general machine shop and foundry business, including boiler-making, plumbing, steam and hot water heating, ship chandlery, sail-making, etc., and are also dealers in automobiles and accessories. They report that business has been good this spring, notwithstanding the high cost of materials of all kinds.

Building Addition

United Drug Co., Limited, Toronto, Putting Up New Building at Cost of $125,000

The United Drug Co., Limited, manufacturers of Rexall products, are at present erecting an addition to their plant at 78 Broadview Avenue, Toronto. It is 72 x 101 feet, mill construction and uniform with their present building. The new building will provide additional space for enlargement of present departments. It is costing $125,000 and will be completed in July.

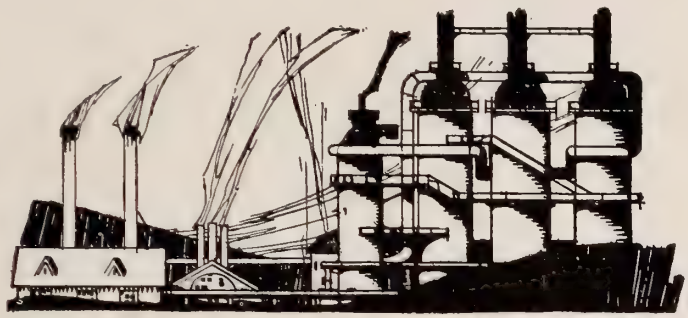
The company state that "the present addition will enable us to enlarge our departments so that better production can be obtained and will naturally increase our output and enable us to ship promptly all orders which we are now receiving. Our heaviest business comes in the fall months, and owing to the freezeable nature of some of our productions we are obliged to stock up heavily in the summer months for heavy shipments to the east and west. Again, we find it necessary, on account of embargoes and the difficulty in obtaining crude supplies, to carry much heavier stocks of raw material, containers and packing material than at any time previous."

CANADIAN CARBONATE LIMITED

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Manufacturers of

"CROWN BRAND" LIQUID CARBONIC ACID GAS



THE Dominion Oxygen Company, Ltd., offers an unusual service to Canadian oxygen users.

Oxygen of the highest and most uniform purity will be available in practically unlimited quantities and, thanks to an exhaustively planned and extremely flexible distributing system, will reach users in every part of the Dominion without loss of time.

Prompt deliveries will be a feature of Dominion Oxygen Service.

Cylinders of the most modern type insures the greatest gas content with the lowest freight and handling charges. These are loaned to consumers under a generous plan.

Further particulars may be had by addressing the main office of the Company.

DOMINION OXYGEN COMPANY, Ltd.,
265 Adelaide Street, West
Toronto, Ontario.

D-2

Toronto Company Expands

The Otto Higel Company, Limited, Adding to Mill Room and Building Dry Kiln

The Otto Higel Company, Limited, manufacturers of piano actions, keys and hammers, etc., Toronto, have recently acquired additional property at the corner of King and Tecumseh streets. This property adjoined their present premises and it was decided to purchase it so that they would control the whole block from Bathurst to Tecumseh Street. It is not their intention at the present time to extend their main plant, but they are making an addition to their mill room which will give them about 10,000 feet more space. They are also putting up a new dry kiln, which will give them a further capacity for drying about one million more feet of lumber per year.

Form New Company

Dominion Bridge Company Carry Out Further Plans in Connection With Subsidiaries

At the annual meeting of the Dominion Bridge Company in January last, announcement was made that, in order to segregate the operation of the department manufacturing paper-mill machinery, a new company was being formed under the name of the Dominion Engineering and Machinery Co., Limited. with an issued capital of $2,500,000. Since then further developments have taken place and an alliance has been formed with several power companies, which must soon make large additions to their hydraulic machinery. In order to provide for this additional work, a new company called the Dominion Engineering Works, Limited, has been incorporated with an authorized capital of $10,000,000, half in 8 per cent. cumulative redeemable preferred shares and half in common shares. The Dominion Engineering and Machinery Co., Limited, will sell its undertaking as a going concern, receiving a majority of both the preferred and common shares and giving the Dominion Bridge Co. a controlling interest. The new company will enter into an agreement with the Wm. Cramp & Sons Ship and Engine Building Co. for the exclusive use in Canada and the British Empire of its designs for water wheels and other hydraulic machinery. The board of directors will include Sir Herbert Holt, George Chahoon, jr., Julian C. Smith, Howard Murray and H. Birchard Taylor, the lattter being Vice-president of the Wm. Cramp & Sons Co.

Improving Plant

Recently Organized Western Canada Pulp and Paper Co., Limited, Take Action

Among companies which have recently been doing some financing in order to provide for plant improvement in the Western Canada Pulp & Paper Co., Limited, who have recently taken over the properties and good-will of the Rainy River Pulp & Paper Co., as well as 19,000 acres of Crown grant lands on Vancouver Island. The company's plant is located on Howe Sound about 25 miles from Vancouver. The pulp mill, under operation by the former company, reached a capacity of 20 tons per day of first quality kraft or sulphate pulp. The enlargement being carried out by the new company will double the capacity. The company own their own townsite, which is located on navigable deep water, equipped with a dock 600 feet long, with sufficient depth in sheltered water for ocean-going vessels. The company have also acquired a valuable asset in the water power of Rainy River, the foreshore rights at the mouth of the river and 1,000 feet of waterfront on Thomborough Channel, Howe Sound. The company's timber holdings, owned and to be acquired, are estimated to contain over 1,500,000 cords of

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The Eddy Fire Pail is made for just that purpose —to furnish dependable protection at minimum cost.

It is always on hand if and when the emergency arises. No precious moments are lost in hunting up the Eddy Fire Pail. Look for it where it is—in its rack or on its hook. It will be there because its construction is such that it cannot stand alone.

And the Eddy Fire Pail is practically everlasting. Made of Indurated Fibreware it is as hard as granite and withal light and convenient to handle. Cannot bulge, warp or split. Impervious to rust or corrosion.

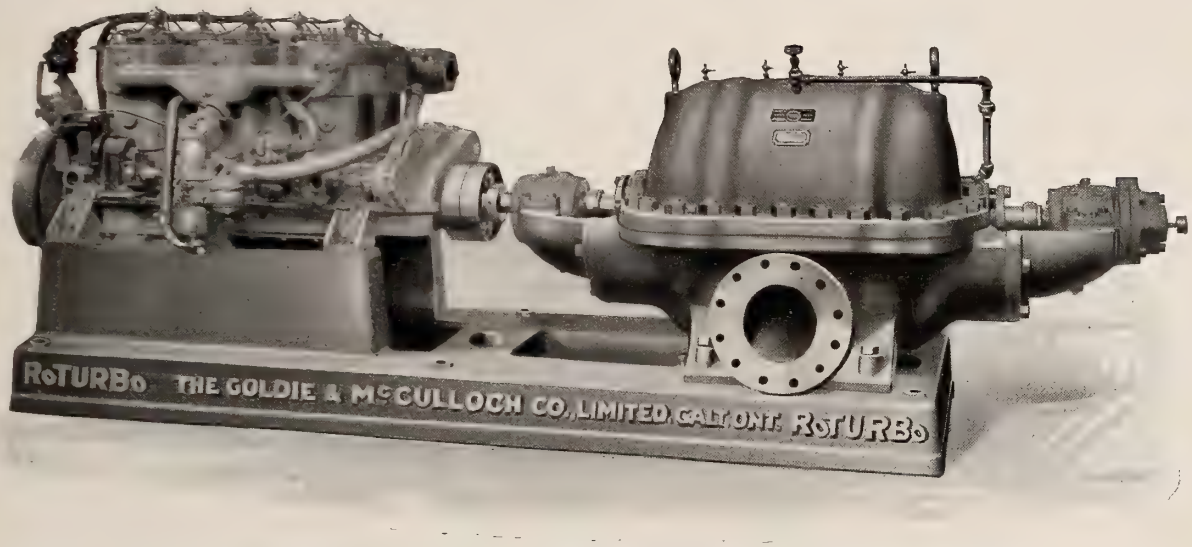
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built for the Stratford Waterworks Plant

REES RoTURBo PUMPS PROVIDE THE MAXIMUM EFFICIENCY. This is proven by the fact that one large industrial concern has in just a few years increased their equipment of REES PUMPS to 105 which are in use for every class of pumping which the institution requires.

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pulp wood and merchantable timber, sufficient to supply the mill for 60 years at a capacity of 40 tons per day.

Everly M. Davis, president E. M. Davis Chemical Corporation, New York, is president; H. J. Daly, president Home Bank of Canada, vice-president, and other directors are: A. H. Douglas, Vancouver; Lt.-Col. Clarence F. Smith, Montreal; Robert Sweeney, New York; S. Casey Wood, Toronto, and Henning Helin, general superintendent, Whalen Pulp & Paper Company.

Will Make Pocket Knives

Canada Cutlery Co., Limited, Establishes a New Industry in City of Kingston

Ratepayers of Kingston voted favorably on May 19 on a by-law providing for the purchase by the city of the Cereal Works property and its lease for twenty years with option of purchase to C. A. Eaton of Turner's Falls, Mass. It is Mr. Eaton's intention to commence the manufacture of pocket knives and a company to be known as the Canada Cutlery Co., Limited, will be formed for the purpose. Mr. Eaton, who has for the past fifteen months been works manager of the John Russell Cutlery Co., Turner's Falls, Mass., will be general manager of the company. The company will have an authorized capital of $50,000, of which $35,000 will be issued immediately and the balance as required.

Extending at Cobourg

The Bird-Archer Co., Take Over Ammunition Plant Formerly Run by Cohoes Steel Co.

The Bird-Archer Co. of New York, who have been operating a plant at Cobourg for the past three years manufacturing boiler compounds, are extending the scope of their industry. They have acquired the ammunition plant formerly occupied by the Cohoes Steel Company, Limited. They are transferring their boiler chemical department to the new plant, and expect to have it in operation by July 1. They propose to add the manufacture of high-speed cast-steel tools and foundry chemicals. Production of the former will be commenced by January 1, and of the latter by the end of September. They will probably employ from 50 to 100 hands.

Locate in Toronto

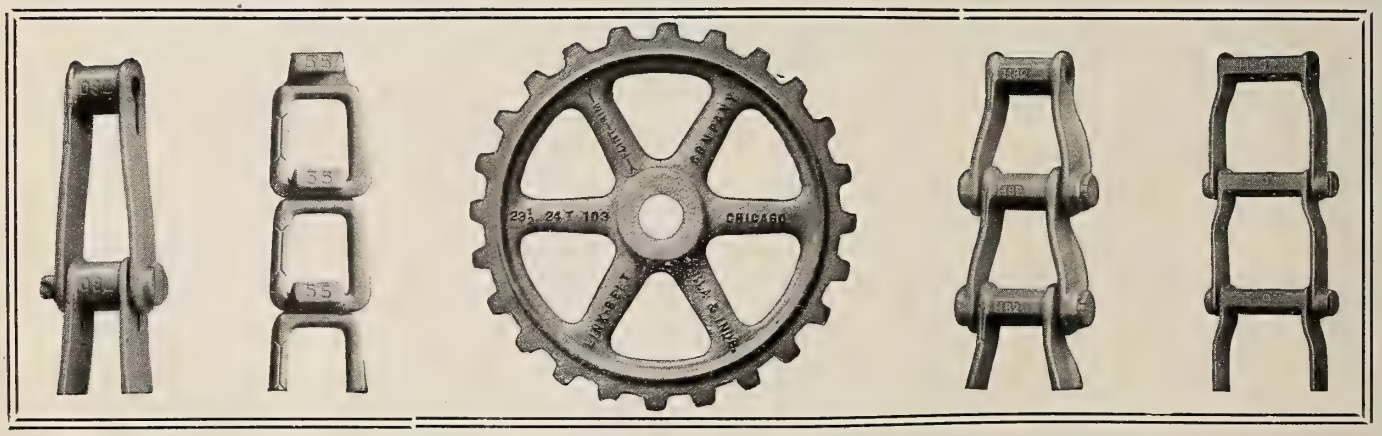
A. Stein & Co., Chicago, Establish a Branch Plant in Canada to Make Their Products

A branch of the A. Stein & Company, of Chicago, manufacturers of various elastic products, has recently been established in the Empire Building, Toronto, under the name of A. Stein & Co., Limited. The American company have been in business since 1887 and their plant is the largest in the world in its particular line. At present the Canadian company are manufacturing arm-bands and children's hose supporters and will very likely in the near future extend their line to several other elastic products. They have started in a small way with the intention of enlarging as they place their various products into manufacture.

Laurentide Enlargement

Good Progress Being Made in Preparation for Installation of New Machines

According to the *Digester*, the Laurentide Company's weekly publication, it is likely that the new paper machines now being manufactured by the Dominion Engineering Works, Montreal, will be installed and in operation at the company's plant in Grand Mere, P.Q., before the end of the year. Already about 50 of the 80 dryers, needed for the two machines, have been cast and the foundry is turning out one a day. The frames for the dryers are almost complete. The frames



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REMEMBER the Broad Street fire which destroyed a city block because a man carried an exposed light into the cellar? Then there was that disaster at sea that cost scores of lives; and the gas explosion which made hundreds homeless. These and many other similar catastrophies should and could have been avoided by using a Daylo.

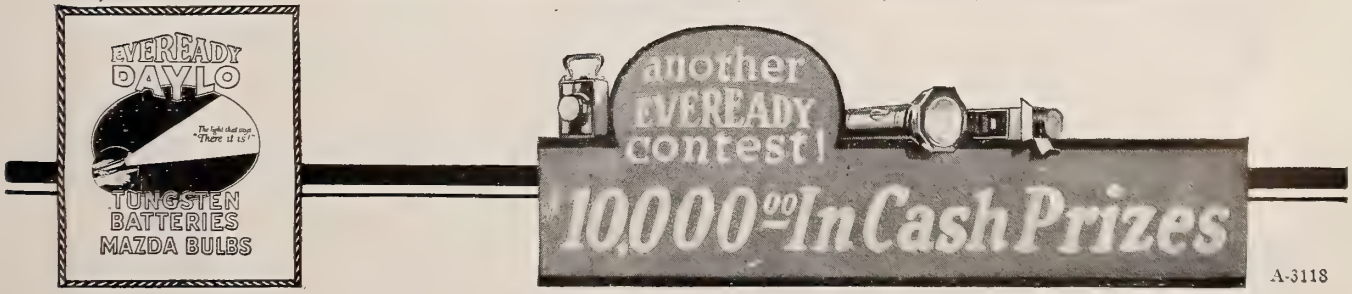
What do you think is the best use for Daylo? Your thought may win you $3,000.00—$1,000.00—$500.00 or one of the 100 other cash prizes of the

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Dealers everywhere are displaying a remarkable picture in their windows. See it. Study it. Get a free Contest Blank from the Daylo dealer and send in your answer. There's no cost or obligation. If two or more contestants submit the identical answer selected by the judges for a prize, the full amount of the prize will be paid to each. Contest closes August 1, 1920. The Art Editors of "Life" will judge the answers.

CANADIAN NATIONAL CARBON CO.
Limited
Toronto

This sign on Daylo Dealers' windows identifies dealers showing the $10,000.00 Contest Picture.



A-3118

for the four presses have been cast. Meanwhile work is being pushed ahead rapidly on the construction of the new machine room, and by July 1st the building will be far enough advanced to begin the installation of the new machinery.

New Scutching Mill

The Stratford Flax Company, Limited, Are Erecting Four Buildings in Stratford

A scutching mill, 45 x 50 feet, two storeys high, of concrete construction, is under erection at Stratford by the Stratford Flax Company, Limited. The company are also building three steel storehouses about 40 x 100 feet, as they need rather large storage capacity for this size of mill. The company's acreage this year will be about 400 acres and they estimate the total cost of growing an acre of flax from sowing time to the finished scutched flax at about $175. The pulling at present is all done by hand, as is also the retting, both operations being pretty expensive at the present cost of labor. The president and treasurer of the company is Walter Miller, and the manager, Paschal Pigeon, both of whom have had a good many years' experience in the flax business.

Developments at Trenton

Plans of Chemical Products, Limited, for Utilization of Plant of British Chemicals

Some time ago announcement was made that the plant of British Chemicals, Limited, at Trenton, Ont., one of the undertakings of the Imperial Munitions Board, had been taken over by Chemical Products, Limited, a new corporation succeeding Chemical Products of Canada, Limited, 148 Van Horne Street, Toronto. *The Canadian Chemical Journal* now publishes the following information about developments at the Trenton plant:

"It is proposed to divide the plant into four units, the first section to be a sulphuric acid plant, to be operated largely for fertilizer production. The nitric acid plant will be used later with a view to producing mixed acids for explosives, dyestuffs, intermediates, etc. Plant No. 2 is proposed for the manufacture of refined nitrate of soda, Epsom salt and general chemicals. In plant No. 3 it is planned to make salicylates and allied derivatives, namely, aspirin, salicylic acid, sodium salicylate, oil of wintergreen, cresotinic acid, etc. The production of ammonia and coke-oven by-products is contemplated in plant No. 4, including salammonic, ammonium carbonate, liquid ammonia, aromatic hydro carbons and whiting."

Aspirin was successfully produced on a commercial scale by Chemical Products of Canada, Limited, in Toronto. The market is large, and it is believed that from 600 to 800 tons per year can be handled. It is proposed to produce salicylic acid in excess of aspirin and salicylate requirements. This is a chemical, largely used for remedial preparations and dyestuffs, that was produced exclusively in Germany before the war. With respect to refined nitrate of soda, contracts covering about 3,000 tons have already been closed. Acid phosphate, for fertilizer purposes, is in great demand, there being a world shortage. The capacity of the sulphuric acid plant will be 120 tons per day.

The new company, which is capitalized at $2,000,000, has as its directors—R. J. Copeland, Copeland-Chatterson, Limited; D. M. Sanson, Graham, Sanson & Co.; R. J. Cluff, President of Chase Tractors Corporation; J. C. Groves, President Saginaw Chemical Co., Saginaw, Mich.; T. E. O'Reilly, Secretary-treasurer of T. E. O'Reilly, Limited, Toronto; W. H. Vanwinckel, Vice-president of Aniline Dyes and Chemicals,

The Canadian Appraisal Company

Limited

FULL consideration must be given to the present conditions of high costs if adequate insurance is to be provided, an adverse operation of the Co-insurance Clause is to be avoided, and a satisfactory adjustment is to be assured in the event of fire.

Buildings erected only a few years ago may very possibly be worth double their original cost to-day. *This increased value is insurable and must be insured.* A bitter experience awaits the manufacturer who has not considered the necessity and who may have to rebuild after a fire.

To guess at values when insuring is obviously bad business. A leading Insurance Company states: "It is a fact that 85 per cent. of manufacturers do not carry enough fire insurance as compared with their present valuations."

An Appraisal made on the basis of to-day's costs of labour and material is the only sound foundation for correct methods of insurance.

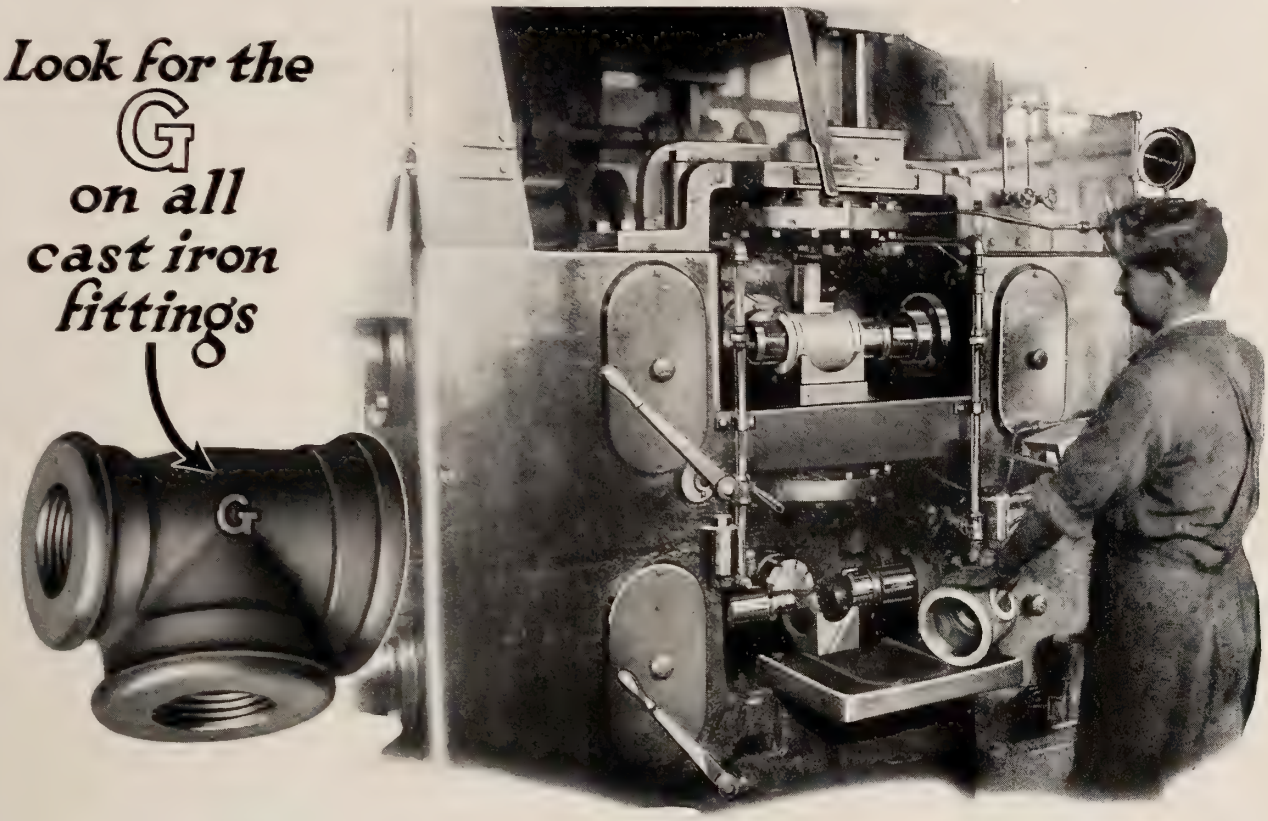
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So we decided to make our own and make them better than those we could buy. Then we put them on the market, and they've made a big hit.

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Grinnell Perfect Fittings save time and labor. They make better jobs that please your customers and help your trade.

They are strictly quality fittings. Every piece is rigidly inspected; and any that are not absolutely up to the standard are thrown out. Nothing but the best is good enough for us—and, therefore, for you and your trade.

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We carry one of the largest stocks in Canada and can make quick deliveries. We also carry a full line of Black and Galvanized Pipe, which we cut and thread to your sketch.

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Complete Engineering and Construction Service on Automatic Sprinklers
Industrial Piping, Heating and Power Equipments. Fittings, Pipe Valves

Ask the owners of 25 million Grinnell Sprinkler Fittings

Inc., New York. The manager will be A. H. C. Heitman, who was for years with the research division of Parke, Davis & Co., Detroit, and who successfully installed the chemical division of the Cott-A-Lapp Co., Limited, Walkerville.

New Winnipeg Enterprise

Eternal Battery Co. of Canada, Limited, Will Build Plant in Kildonan

The Eternal Battery Co. of Canada, Lmited, recently formed to take over the business of the Eternal Battery Co., Winnipeg, have acquired a two-acre site at the corner of Main Street and Toronto Avenue in Kildonan and will erect a large new plant. The company are manufacturers of the "Eternal" battery, the invention of Charles William Jenner, president of the company, which is stated to be superior to anything of its kind yet produced. It is the intention to establish agencies in all parts of Canada and ultimately several branch factories, should conditions so warrant. To finance proposed developments an offering of three thousand shares of seven per cent. cumulative and participating preferred stock of the company at par is being made by the Notre Dame Investment Co., Limited, Winnipeg. Associated with Mr. Jenner in the company are Don I. Cameron, Brig. Gen. R. W. Paterson, C.M.G., D.S.O., T. L. Hartley, C. T. Lount and Eimar E. Soot.

Enlarging Plant

The H. E. Furniture Co., Limited, Milverton, Will Have a Larger Capacity Soon

The H. E. Furniture Co., Limited, manufacturers of kitchen cabinets, Milverton, Ont., are at present putting up an addition, 60 x 60 feet, three storeys, solid brick construction, to their factory, at an estimated cost of $25,000. The addition is required largely for offices and shipping room on first floor, trimming department and storage of supplies on second floor, with stock-room on third floor. They expect to add about twenty employees to their staff and will continue to manufacture kitchen aid cabinets and "Red Seal" cedar chests.

More Capacity

Kinleith Paper Mills, Limited, Are Lengthening Size of One of Their Machines

Kinleith Paper Mills, Limited, manufacturers of high-grade book, writing and bond papers, are enlarging the capacity of their mill at St. Catharines by increasing the size of one of their machines. An addition, seventy feet long, is being made to one of the paper machine rooms, which will enable them to put on extra dryers, etc. The estimated cost of this, including the change in the machine, will be about $90,000. They expect to have the addition completed in the early part of November and look for an increase in capacity, as a result, of about 25 per cent.

Enlarge Durham Mill

Rob Roy Mills, Limited, Will Increase Capacity of Rolled Oats and Oatmeal Mill

Rob Roy Mills, Limited, who have been operating oatmeal and rolled oats mills at Durham and Seaforth, Ont., and at Yorkton, Sask., are enlarging their plant at Durham and moving down the machinery from Yorkton. They will make a brick addition to the mill and a concrete addition to their grain elevator in order to increase storage capacity. The total cost of the additions will be from $50,000 to $60,000.

Nova Scotia Steel & Coal Co.
LIMITED

PLATES

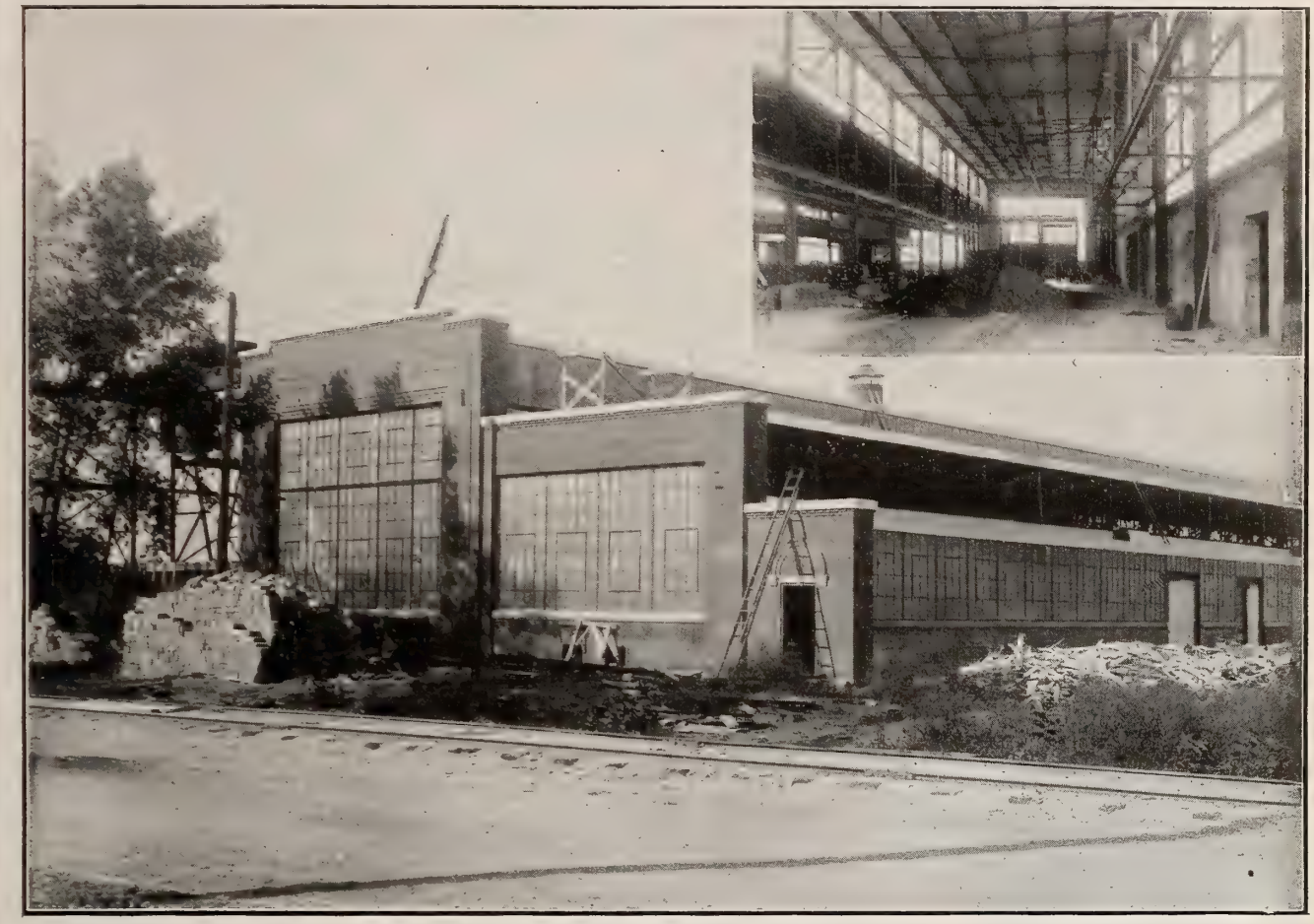
1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

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When completed they will have a capacity on rolled oats and oatmeal of 500 barrels per day, while the feed plant will have a capacity of 100 tons per day.

Turned First Sod

Langslow, Limited, Commenced Building Operations at Cobourg on May 27

Mrs. Harry Langslow, of Rochester, N.Y., turned the first sod on May 27th in connection with the establishment of the furniture factory at Cobourg by the Langslow, Fowler Co., Rochester. The affair was made a public function with the mayor, town council, president and members of the Board of Trade, and prominent citizens in attendance. Later a banquet was held. The company, who will operate under the name of Langslow, Limited, have taken over the old Crossen Car Works, but are putting up three new buildings, which, with equipment, will cost in the neighborhood of $200,000. The company will make household, school and office furniture and other wood and steel products.

Adding Another Machine

Spanish River Pulp and Paper Mills, Limited, Order 50-ton Machine for Sturgeon Falls

Following the announcement that two new one-hundred-ton machines were being added to the equipment of the Spanish River Pulp & Paper Mills, Limited, comes the further announcement that a 50-ton machine will also be added to the mill at Sturgeon Falls. About six months will be required to complete the installation and by the end of the year the company's capacity should be up to 650 tons, distributed as follows: Sturgeon Falls, 175 tons; Espanola, 225 tons; Sault Ste. Marie, 250 tons.

Merger at Brantford

John H. Hall & Sons, Limited, Link Up with Williams Tool Corporation, Erie, Pa.

John H. Hall & Sons, Limited, Brantford, who are the largest manufacturers of pipe machines in Canada, have merged their business with that of the Williams Tool Corporation of Erie, Pa., who are the largest and one of the oldest manufacturers of pipe machines in the United States, having a capitalization of $1,000,000. The Brantford plant will be known as the Hall plant of the Williams Tool Corporation.

Mr. Leslie S. Hall, president and general manager of John H. Hall & Sons, Limited, when interviewed as to the possible changes the merger would make with the present active members of their company, stated that no radical change would be made in the management; in fact with the American organization coming in the local branch would be in an enviable position as nearly all of the present officers would continue on in executive positions in the new corporation.

Mr. Leslie S. Hall will be vice-president, taking an executive position between the two factories. Mr. A. R. Hall will be manager of the local plant, and Mr. E. L. Williams will have charge of the office. Mr. E. W. Hall is retiring as secretary and treasurer of the company, and Mr. E. L. Hall will no doubt continue with the new corporation on his return from England.

At present the Brantford plant is running to full capacity, and has been operating a night shift for some months past. With the increasing demand for Hall machines, and the prospect of large export orders, it is expected that it will be necessary, in the near future, to vacate the present premises and build a large modern factory elsewhere.

The merger of these two large companies, specializing on pipe machines alone as they now do, will mean much to the

Quality

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THE WAR TEMPORARILY RETARDED HER CONSTRUCTIVE EFFORTS, BUT THE POWER OF THE CONFIDENCE OF THE PEOPLES OF THE WORLD WILL RESTORE TO HER IN MORE BRILLIANT FORM THE LEADERSHIP SHE HAS JUSTLY EARNED AND PROUDLY HELD.

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machinery houses of Canada and the users of pipe threading machines in general. The new corporation will have a capitalization of one and a quarter million dollars, and the entire activities of the company will be to produce the very latest and best in pipe-threading machines. To the machinery houses this will mean that the present high standard of the Hall product will be maintained and if possible improved. Machines will be manufactured in larger quantities and it is hoped in the near future that the company will be able to make shipment from stock held in their own warehouse. Standard stock parts and dies will be available for immediate shipment.

A special department of the new corporation will be the publicity engineer, or educational department. Attractive literature, covering the various uses of the pipe machine, as seen from the users standpoint, will be covered, showing charts, diagrams and devices in actual practice, the cost of threading pipe, lost production and how to overcome same. For the man on the machine a complete service of instructive and educational circulars, service charts and booklets will be issued, giving the operator the manufacturers' advise and service of twenty years' experience in threading pipe.

Hall & Sons have made many distinctive improvements on the pipe machines, which are all covered by patents, and these, in conjunction with the American company's patents, will cover all the requirements of the pipe threading trade. The company are installing several special, high-powered, modern machines which, they hope will enable them to overcome the continued delay in shipments.

Norton Plant Starts

New Industry at Hamilton of Norton Co. of Canada, Limited, Now in Operation

The new plant, which has been under construction at Hamilton by the Norton Company of Canada, Limited, has been completed and is now in operation. It is a branch of the Norton Co. of Worcester, Mass., and Chippawa, Ont., and will manufacture alundum grinding wheels made by either the vitrified or silicate processes. A stock of the various sizes of wheels likely to be called for will be kept on hand and delivery can be effected in short order on wheels that have to be made up. It is expected that the same standard of service and quality will be maintained as before as the wheels are to be made under exactly the same conditions as applied at the plant at Worcester with a staff of foremen from there under the direction of R. G. Douglas, manager; Frank M. Ryan, production engineer, and Albert Johnson, general foreman.

Erect Large Addition

The Louis McLain Company, Limited, Are Putting Up Large Plant in Toronto

The Louis McLain Co., Limited, manufacturers of aluminum cooking utensils, are at present rushing up a new factory building at 2466-80 Dundas St. West, Toronto. The new plant, which will treble their present capacity, is a building, 80 x 110 feet, five storeys high, of steel and brick construction. Its estimated cost will be $125,000 and the company expect to start manufacturing in it by September 1, providing work continues as rapidly as at present. The building will be used exclusively for the manufacture of aluminum cooking utensils and will be the largest and most complete modern factory on the continent making aluminum cooking utensils exclusively.

The company were organized in the fall of 1916 on a very small scale, starting as jobbers at Winnipeg, specializing in



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Building The Name McClary's

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¶ The story of McClary's, and the building up of the name, is a record of substantial achievement interspersed with incidents which serve to illustrate the fine principles always rigidly adhered to, even through the passing of seventy-three years.

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¶ He, who, at the full age of ninety-one, still remains the active President of the product of his created genius, overcame difficulties and surmounted temptations through his own prodigious efforts and sterling integrity.

¶ His master mind, through the years of Canadian Development, inspired his executives and helpers to big things, but none greater than the establishment of the unchangeable association of the name **McClary's** with the virtues of confidence, stabilized quality and paramount satisfaction.

¶ Building the name **McClary's** has been arduous, at times trying, but always satisfying—to-day it holds its sway because it was built right and has stayed right.

McClary's

Makers of Good Stoves and Cooking Utensils

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aluminum cooking utensils and articles for the kitchen. Since then they have built a two-storey, 80 x 90 feet, factory in Toronto, continuing their four-storey warehouse in Winnipeg, as well as a large warehouse in Kitchener for eastern distribution. They also have a selling agency in Montreal and one in Vancouver.

Now Well Established

J. H. Soars, Limited, Montreal, Have Their Organization on a Well-Established Basis

J. H. Soars Limited, specialists in roll grinding and corrugating for flour mills, paint, spice, coffee, linseed oil, white lead and ink manufacturers, etc., who started business at 576 Centre Street, Montreal, last September, report that their organization is now on an established basis. Their plant is equipped with the latest machinery and the most modern methods are employed. So accurate are the machines used that they can grind a roll true to the 1/10,000 part of an inch and they guarantee every roll that passes through their hands to be up to this standard. Mr. Soars is a specialist in this business and the management of the plant is entirely in his hands. He was for 15 years before coming to Montreal in charge of the plant of the Sprout, Waldron Co., of Muncy, Pa.

Started at St. Catharines

Walton-Carlson Co., Limited, Began Manufacturing Auto Accessory Tools on June 1

The Walton-Carlson Co., Limited, have established a new industry in St. Catharines for the manufacture principally of auto accessory tools. They have a plant containing 4,000 square feet of space and started operations on June 1, employing about ten or fifteen hands. They are equipped to do drop forging and stamping work in addition to the manufacture of tools, and have a nickel-plating department to take care of their own and outside work. The company are capitalized at $40,000, with A. T. Baker, president; W. V. Carlson, vice-president, and S. G. Walton, secretary-treasurer and manager.

New Industry at Regina

The Western Knitting Co., Are Now Manufacturing High Grade Sweaters, etc.

One of Regina's newest industries is the Western Knitting Co., who started business recently and have been making good progress. They are occupying a plant 50 x 30 feet in size and are making ladies', men's and children's sweaters, with a capacity of two dozen per day. The capital of the company is $7,500 and those interested are J. Saltman, H. Cooperman and H. Lupesen. Since organization the company have increased their machinery to three hand-weaving machines and they intend to increase the number again this fall.

Their Second Addition

Glassco Limited, Oakville, Will Increase Their Output by From 25 to 35 Per Cent

For the second time since 1916, Glassco Limited, fruit preservers, Oakville, have found it necessary to enlarge. They are building an addition, 50 x 50 feet, for the purpose of a storage and packing room. This has been found necessary in order to relieve the congestion in the other buildings of the plant, business having increased steadily ever since the company were established. They expect to complete the work of construction by the middle of the month, and this should increase output by from 25 to 35 per cent. at least.

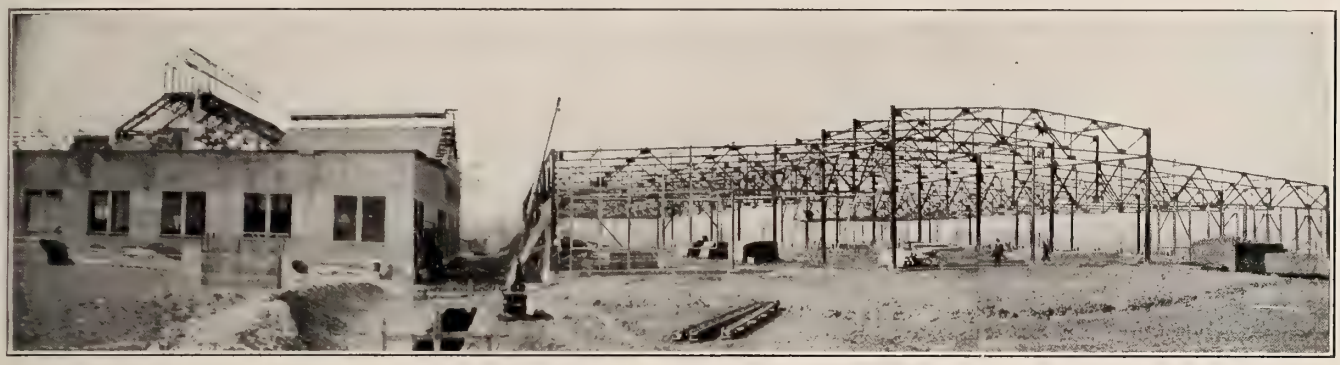
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Glassco Limited stated that the outlook for business is very good, but is confusing on account of the critical situation in the sugar market. It is very hard to obtain materials such as sugar, tins, glass jars, boxes, etc. However, there is bound to be a return to more normal conditions within the next year, in their opinion.

Increased Capacity

Canadian Woollens, Limited Are Adding to Their Mills at Peterboro, Ontario

Canadian Woollens, Limited, are proposing to add two new storeys to their English Worsted Mills at Peterboro. Three additional storeys will contain twenty spinning frames with necessary drawing, twisting and reeling, which will increase present output by about 50 per cent. These frames will be delivered early in 1921. Good progress is being made with the enlargement of the company's Auburn Mills. This enlargement consists of a weaving shed containing thirty looms. It will be completed in a few weeks and will increase output by about 60 per cent.

Change at Brantford

The McClary Manufacturing Co., London, Take Over the William Buck Stove Co., Limited

The plant of the William Buck Stove Co., Limited, Brantford, which was practically destroyed by fire early in May, has been acquired by the McClary Manufacturing Co. of London, and will in future be operated as a branch of the latter company. The William Buck Stove Co., Limited, was founded by the late William Buck in 1852, and continued by him until his death in 1897, when it was incorporated, since which time it has been operated by his sons, George and Philip, who were president and vice-president respectively. The company were manufacturers of the "Happy Thought" range. About 300 men have been employed by the Buck Co. The McClary Co. have already gotten the plant in running order again.

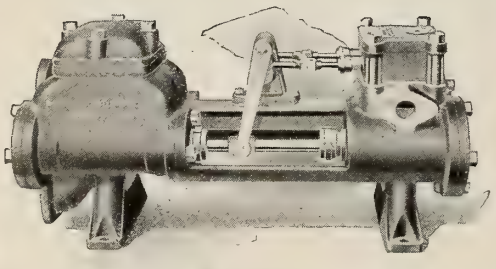
Simmons, Limited, Montreal, are proposing to build at London, Ont., a service station with about 10,000 square feet of floor space to carry finished stock for the convenience of Western Ontario customers.

The Lake Superior Loader Company, Duluth, Minn., are having some "shuveloders" (underground loading machines) manufactured by the Port Arthur Shipbuilding Co. for sale in Canada. Later on they may organize a Canadian company and manufacture this product themselves, but of this there is no certainty at the present time.

Owing to inability to secure more power, Dumarts, Limited, pork packers, Kitchener, have called in plans for new plant and will not proceed with construction at present. They had intended putting up a building 140 x 40 feet, four storeys and basement, which would have increased their capacity from 100 to about 1,000 hogs a week.

The Belding Paul Corticelli Co., Limited, are erecting a storehouse in connection with their plant at Coaticook, P.Q. It is 40 x 40 feet, two storeys, of concrete and brick construction, costing $7,000. Its erection will give more space for the erection of machinery in the main mill.

Piston Packed Steam Pumps



Small Piston Packed Duplex Steam Pump

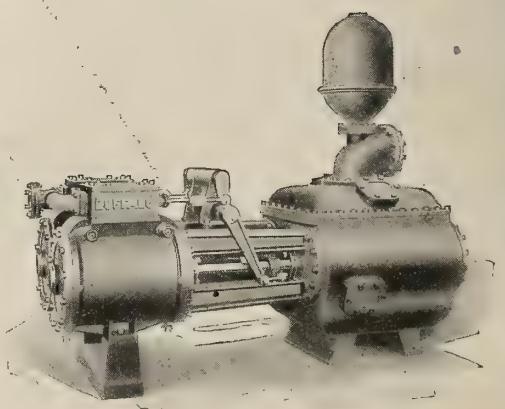
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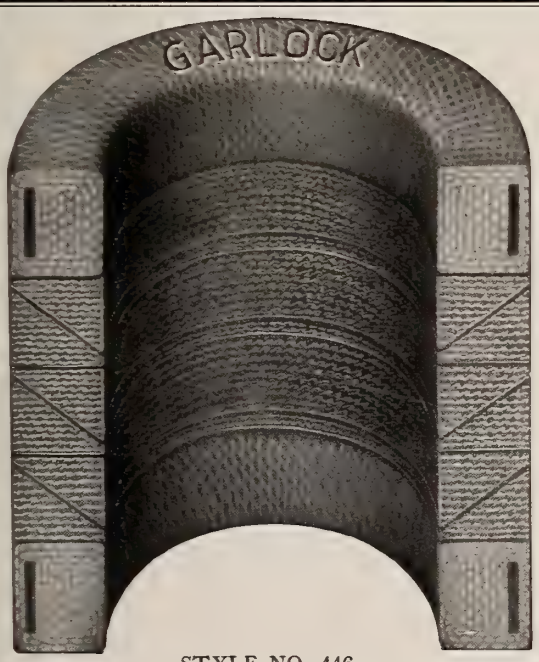
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4

The Central Electric Station Industry

(Analysis of Dominion Water Power Branch)

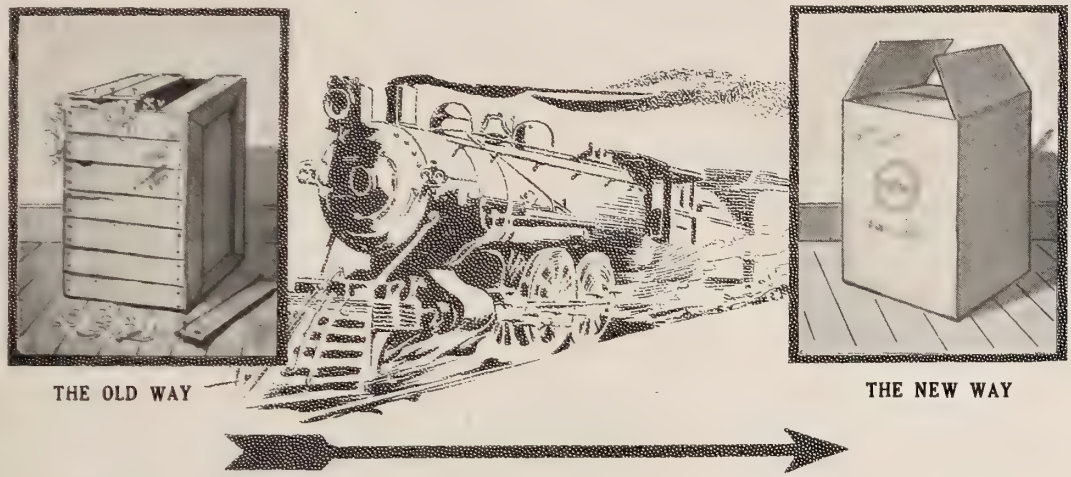
ELECTRICAL energy, through its ease of transmission and its broad adaptability to domestic, industrial and commercial use, has become of paramount importance to our modern life. The generation of electricity, dependent in the greater part upon coal and water power, has offered outstanding advantages to the efficient utilization of the latter, and Canada has been quick to appreciate the peculiar advantages possessed by her strategically located water powers and to realize in their development for hydro-electrical purposes, one of her greatest natural resources. In this development the central electric station industry has played a most important part, and in view of its exceptionally rapid development, particularly during recent years, a record of its present standing is of special interest.

The Dominion Water Power Branch, Department of the Interior, in co-operation with the Dominion Bureau of Statistics, is publishing an analysis of the results of the second census of central electric stations in Canada, showing the status of this important industry at January 1, 1919. The report includes statistics relative to central electric stations only, as defined for census purposes; that is, stations which sell or distribute electrical energy for lighting, heating or general power purposes, other than that generated by industrial organizations for their own direct use in the operation of some other industry. The statistics, therefore, treat only with the generation and distribution of electrical energy in so far as such energy is not used directly by the station reporting. In each case where the central electric station operations are combined with those of some other industry special care was taken to secure statistics relating only to that part of the operations which is chargeable solely to the central station activities.

The central electric stations are divided into two fundamental classes—generating stations, which include stations generating all or part of the power they sell or distribute, and non-generating stations which purchase from some other station all the energy they sell or distribute. The analysis further divides the stations according to ownership and type of power used, into the following classes: municipal, commercial, hydro-electric power, and fuel power stations. The statistics are given for the Dominion as a whole, and by provinces. As the analysis has just been completed and some time must necessarily elapse before the report is ready for general distribution the following brief summary of the statistics has been prepared:

The total number of stations reporting is 795, of which 515 or 64.8 per cent. generate their own power, and 280 or 35.2 per cent. are of the non-generating type. The commercial stations numbered 377, and the municipal

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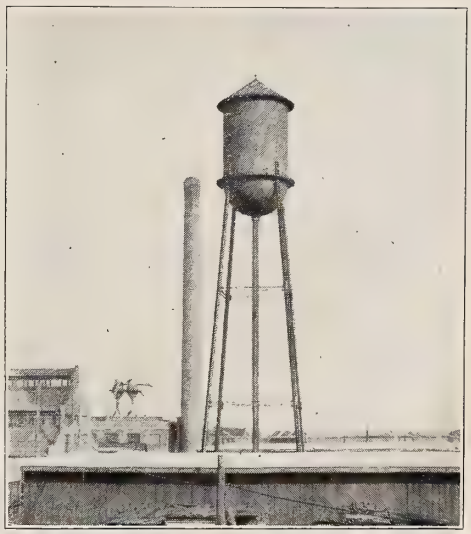
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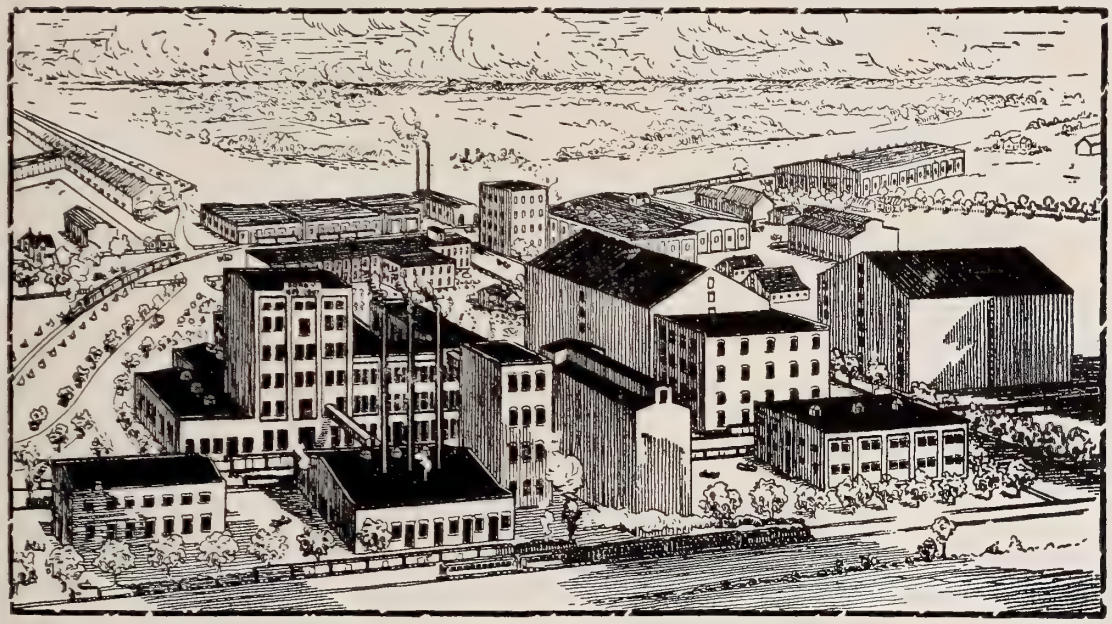
stations 418. Of the generating stations, 332 are commercial and 183 municipal, while of the non-generating stations 45 are commercial and 235 municipal. As noted in the results of the last census, the system of the Hydro-Electric Power Commission of Ontario, with its extensive distribution, selling blocks of power to local municipal commissions, accounts for a large proportion of the municipal non-generating stations.

The aggregate capacity of all primary power machines reported is 1,958,642 horsepower, of which 1,841,114 horsepower is installed in main plants and 117,528 horsepower in auxiliary or stand-by plants. Of the total for the main plants 1,434,196 horsepower or 77.9 per cent. was reported by commercial stations, and 406,918 horsepower or 22.1 per cent. by municipal stations, while of the auxiliary plant equipment, the former accounted for 110,853 horsepower and the latter 6,675 horsepower. According to source of power the total for all prime movers is divided as follows: from water 1,682,191 horsepower, from steam 262,562 horsepower, and from gas and fuel oil 13,889 horsepower.

The average primary power installation of the main plants per thousand population for the Dominion is 209 horsepower. The provincial averages on this basis are as follows: Yukon 1,135 horsepower per thousand population, British Columbia 302 horsepower, Ontario 277 horsepower, Quebec 263 horsepower, Alberta 129 horsepower, Manitoba 121 horsepower, New Brunswick 50 horsepower, Saskatchewan 41 horsepower, Nova Scotia 38 horsepower, and Prince Edward Island 14 horsepower. It is notable that the highest averages on the per capita basis occur in the Yukon Territory and the five provinces in which the greater proportion of the central electric station power is derived from water.

Hydro-Electric power is now served to practically every large industrial centre in Canada, and the rapid extension of the large distribution systems together with the active Hydro-Electric construction at present in progress is fast linking up the few centres which have hitherto derived their power from fuel. In considering the extent to which water is used as a source of primary power in this industry it is of interest to note that according to a recent census of developed water power in the Dominion 72.7 per cent. of the total is utilized in connection with the central electric station industry.

Of the aggregate capacity of all prime movers installed in the main plants 1,682,191 horsepower or 91.4 per cent. is derived from water, and including the prime movers of auxiliary or stand-by fuel plants, the hydraulic installation represents 85.0 per cent. of the total. The percentage of Hydro-Electric power in the various provinces is as follows: Quebec 98.4 per cent., Yukon Territory 97.8 per cent., British Columbia 97.2 per cent., Manitoba 95.5 per cent., Ontario 95.4 per cent., Alberta 42.9 per cent., New Brunswick 37.6 per cent., Nova Scotia 18.5 per cent., and Prince Edward Island 16.8 per cent. Saskatchewan derives 100 per cent. of its central electric station energy



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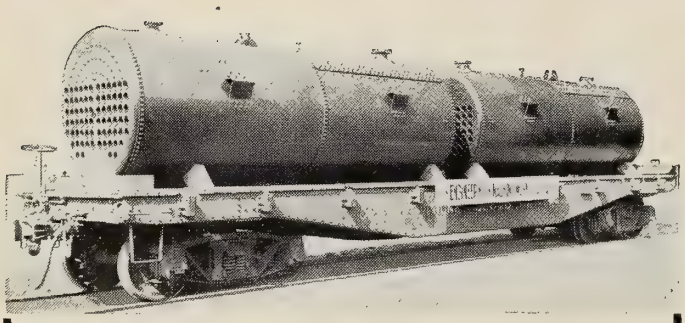
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from fuel. From this it will be seen that the first four provinces named and the Yukon Territory reported over 95 per cent. of their total central electric station power derived from water. With the completion of projected Hydro-Electric developments in Nova Scotia and New Brunswick the Hydro power percentages for these provinces will show a marked increase.

In Ontario, Quebec, British Columbia and Manitoba the steam plants which are auxiliary to Hydro developments account for 113,350 horsepower or 69.2 per cent. of the total steam power installation for these provinces. It should also be noted that for the Dominion as a whole there is installed in connection with Hydro-Electric developments 117,198 horsepower in auxiliary fuel plants.

The total number of persons reported as employed in the central electric station industry in Canada is 9,696, with salaries and wages aggregating $10,354,242. Commercial stations employed 5,690 persons at $6,137,525 and municipal stations 4,006 persons at $4,216,717. The total number of persons employed in the industry averages 5.2 per thousand installed primary horsepower, while the aggregate salaries give an average of $5.62 per installed primary horsepower. In connection with the statistics of employees' salaries and wages, it should be noted that in a considerable number of cases employees are engaged for only part of the time in connection with the central electric station operations, the balance of their time being charged to some other work not connected with this industry. This is particularly the case in non-generating municipal stations and in composite stations where the sale of electrical energy is only incidental to some other industrial activity. In instances of this kind only that part of the salaries or wages properly chargeable to the central station industry is recorded.

The results of this census show a decided activity in the development of electrical energy for central electric station purposes. This activity is particularly evident from the reported contemplated enlargements to existing plants as well as from the new developments at present under construction and the extension of the already notable transmission systems of the larger stations.

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The Real Oppressors of the Poor*

By J. G. SULLIVAN
Consulting Engineer, Winnipeg

ONE does not have to be a student of history to know that there has existed in the old worlds up to recent times a condition which made it practically impossible for any individual to remove himself from the class into which he happened to be born. Even those of us whose fathers came from Great Britain have been told many times by father or grandfather that a gentleman was a man who did not have to work for a living, and that he was in a class by himself, protected in his holdings of land, etc., by laws of entail; and no matter how depraved he might become, the laws and customs maintained him in his position and he and his offspring existed without working. They told us that other classes were tradesmen, farmers and laborers, and that it was next to impossible for any of these to enter into the gentleman's class.

Practically all are Workers

We do not have to go very far in the Bible before we are told that God Himself said to Adam, "With labor and toil shalt thou eat thereof all the days of your life." It would not appear entirely illogical to classify the "gentleman" described above as an oppressor of the poor. Such conditions do not exist in Canada or the United States. Mention a successful rich man, and, in ninety-nine cases out of a hundred, you have named one of the hardest working men in the country. In this country we are practically all workers, and if there are oppressors of the poor we must look for them among the workers.

The radical labor leader will tell you that the arch fiend is the capitalist, without defining what he means by the word capitalist. We would not expect him to include a poor widow who may have a few thousand dollars in the savings bank, although we are not sure how he would class this same widow if she should draw out her savings and purchase war bonds or railway or other commercial stocks.

Capital is what we have saved out of what has been produced, the sole means of sustaining the life of the industrial worker, for as a matter of fact, the industrial worker, whom the radical leader tries to make you believe is the only producer, is not a producer of the real necessities of life, but rather of luxuries which follow where people have been frugal and saved up some capital which will permit them to enjoy luxuries.

False Teachings of Radicals

The real producers of the necessities of life are the farmers, and if they had been controlled and guided by the teachings of the present leaders of industrial workers, it is the writer's belief that a universal famine would exist on this earth to-day, and the first to die would be the industrial worker. The writer has no quarrel with industrial workers or their leaders, but rather with the false teachings of the radicals. For instance, it is a common teaching that the industrial worker is underpaid, and that he is producing all

* This striking article, which is published in INDUSTRIAL CANADA by request of a prominent member of the Association, appeared originally in the form of a letter to the editor of the *Canadian Engineer*. It is most desirable that members should read and familiarize themselves with the facts contained in it, for they will be of assistance in refuting many of the arguments that are being advanced by radical labor leaders.

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the way from twice to twenty times the amount that he is being paid for. If that were a fact, we would expect to see the wealth of the world increasing at a tremendous rate. What are the actual facts?

The estimated wealth of the world at the beginning of the war did not exceed one trillion dollars. This consisted mostly of tools of production and maintenance used for the comfort and happiness of mankind created by capital, which in turn was created by frugality and sacrifice. The value of the world's plant has not increased during the past five years, but in all probability has decreased in actual value, although on account of the depreciation of the measure of value, those who do not wish to know or hear the truth may produce statistics to prove the contrary. They will surely ask, "Where did all the war millionaires come from?" The answer is easy: "They did not get it from what was produced during these years, for we consumed more than we produced. They made these millions at the expense of the capital of others." The world during the past five years can be compared with the thoughtless man who has a home or a farm left to him and immediately places a heavy mortgage on same, buys an auto, diamond rings for the wife and fine clothes for the children, and in general lives like a prince. When the house-servant and the man who drives the auto see such extravagance they say: "We are the only ones around here who work. All this money is coming from our labor." Then the trouble begins.

Small Wealth Per Capita

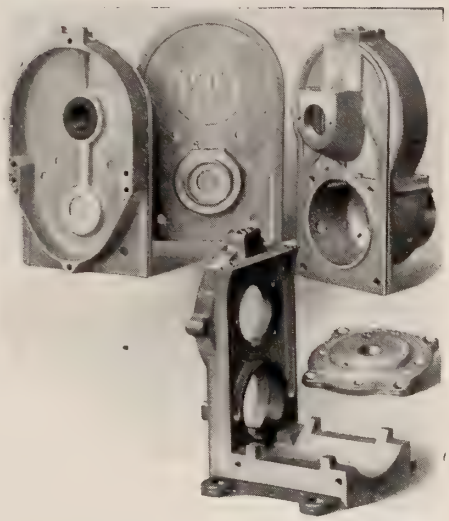
A trillion dollars looks like a lot of wealth. It is a considerable sum, but when you divide it by the number of people on earth, about one billion seven hundred millions, we get a sum that comes within the scope of the minds of most of us, namely, about $600. Whether one believes in the Bible or not, he must admit that what was said about toiling for a living is true, otherwise, after some six thousand years of toil and sacrifice, we would have accumulated more than $600 each. If we allowed no credit for the things that God put on the earth for man's use, which he could take without any exertion, and if we start with a capital of one dollar, this capital has increased at the rate of about one-half of one per cent. a year.

Let us take the case of the United States, a comparatively new country to civilization. The estimated wealth of the United States in December, 1917, was two hundred and twenty billions of dollars. If we assume that the accumulation of this wealth started four hundred years ago, and that the value of the natural resources, such as wild prairie lands and timber, which required no human exertion to create their present assessed value, amounted to the low sum of $100,000,000, then the increase would be considerably less than 2% per year. Further, if we entirely ignore the value of the natural resources and started with a capital of one dollar, then the increase would be less than 7% per year. But we know as a matter of fact that this latter figure is not correct, for that would mean that the wealth of the country would double every ten years.

Railway Operation as Example

Enough has been said to show how foolish is the doctrine that there is wealth enough in the world for all of us to live in comfort and ease if it were equally distributed. We must look some place else for the oppressors of the poor. The miser may accumulate millions, but they are only saved up for the future happiness and comfort of the human race; none of them are carried across the River Styx. They will continue to serve the world for years after their accumulator has been forgotten.

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We will assume that the average man will accept as an axiom the statements that it is impossible for the world to consume more than it produces, that the capital of the world is not large, and that the rate of increase is small and must be maintained in order to supply the means by which industrial workers can make a living. If the above be granted, then we can logically say that the oppressor of the poor is the man who consumes more than he creates.

It is a hard problem to say how much a man has a right to consume, therefore a difficult thing to lay your hand on the real culprit, but as a great majority of the industrial workers spend all they get, let us analyze the subject from the point of remuneration for services and try to find out who, if any, are being paid for more than they create.

Because the writer is more or less familiar with the railway business, and further, because of published facts of that business in the United States, we will take that industry as an example.

If the United States had not taken over the operation of the railways, and the private companies had to pay the wages that are now being paid, it is a safe guess that 50% of the railways would now be either in the hands of receivers or ready to be taken over by receivers, and the bondholders would not be getting interest on their capital. There would practically be no dividends paid on stocks—only by the very few strong companies. This burden is being carried by the general taxpayer, and I do not believe that there are very many who think that the holders of railway securities are getting what is justly due them, to say nothing about getting too much, and the majority of the people know that if 50% of the roads were in the hands of receivers that the security-holders would not be getting a just return on their capital; therefore, we can eliminate them from the class of oppressors of the poor.

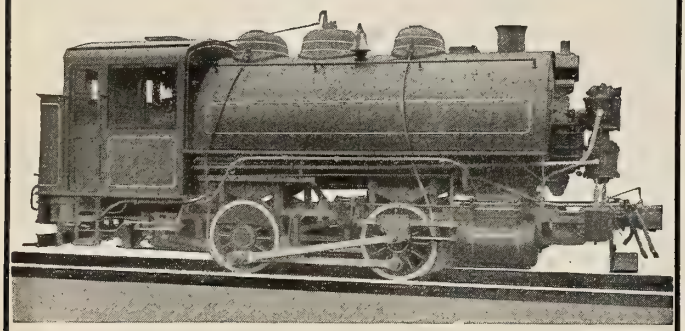
The shippers of the country, whether rightfully or not, believe that freight and passenger rates are high enough. If that view be correct, the railways are being paid for all they create, and we practically have only the employees left among which to find the oppressors of the poor, if there are any in that industry.

High-Salaried Officials

The radical labor leader will at once point to the high-salaried officer and say, "There is the man." Representative Sims has published in the *Congressional Record* a list of the names of railway officials who were paid $20,000 or more per year in 1917, the last year of private operation. There were about two hundred names on this list—about one hundredth of one per cent. of the total number of employees. The aggregate amount paid these two hundred men was $6,644,074, or a little over $53,200 each per year. If the services of these officers had been dispensed with, and the money divided among the other employees, they would have each received less than $4 more per annum than they were actually paid. Surely these two hundred men were not very grievous oppressors of the poor.

Director-General Hines, on November 14th, 1919, submitted to the president of the senate a report in response to the August 20th resolution of the senate calling for information *re* rates of pay of railway employees. (For further and more detailed information, see *Railway Age*, October 3rd, 10th; November 7th, 14th, 1919.) The figures in this report show that several classes of organized labor are receiving as much and in some cases more than is being paid to the division officers.

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Recently, in speaking to a railway superintendent who had formerly been a locomotive engineer, I was told that on account of the depreciated value of the dollar, it was getting next to impossible for him to make both ends meet—he had to dress well and keep up his end in a small town, and was finally compelled to sell his automobile to one of his locomotive firemen.

Organized Labor Taking All

He said, further, that he did not see how the company could afford to raise his pay, for if they did, then they would have to raise the salary of thousands of others who were unorganized, and he did not see how it could be done, as organized labor is taking all and more than the company can afford to pay. He asked and answered this question: "Do you think it is just that a locomotive engineer should get more pay per month for working seven to nine hours per day, three or four days a week, than I receive for working seven days a week and from ten to twenty hours per day? Whom do you consider is the greater producer." The answer was: "He has the advantage over me that he has back of him the brute force of a large combination; and still they talk about the wrongs of the poor and brotherly love! I cannot understand how a locomotive engineer that preaches such doctrines, and in some cases draws from $2.50 to $3 per hour for actual time worked, can look in the face of his autodriver, whom he pays at the rate of thirty to forty cents per hour, when he knows that it requires more brains, five times as much energy and more responsibility to drive an automobile than it does to drive a locomotive." He concluded by adding: "I know what I am talking about, because I am speaking from several years' of experience in this business."

See the *Railway Age* for October 3rd, 1919, for an account of the testimony of Timothy Shea, acting president of the Brotherhood of Locomotive Firemen, before the United States Board of Railroad Wages and Conditions. Asked if the question of thrift did enter into the situation, Mr. Shea said he did not think it was possible for working people to curtail expenditures any more; that the men he represents are living "right on the margin" and depriving themselves and their families of the necessities of life.

"Do you represent any men who are buying automobiles and those things?" asked Mr. Morse.

"I do not hear of any firemen, or many firemen, buying automobiles," replied Mr. Shea.

"You would not regard an automobile as a necessity, would you?" asked Mr. Morse.

"Yes, I would."

"Well, I have denied myself a necessity all my life, then," said Mr. Morse, who was general manager of a railroad before becoming a member of the wage board.

No Sacrifices by Organized Labor

"An automobile may be a necessity to any man," said Mr. Shea. "I have an automobile, and it is a necessity to me and my family to a considerable extent. That would apply with equal force to any man, and I think we have reached a period of our life where the laboring man must enjoy some of the necessaries and luxuries of life. I do not think the time is at hand when the American working man should be required to make any great sacrifices now. They have made their sacrifice."

The writer does not care to dispute Mr. Shea's testimony; he would only be too glad to approve of the idea if the production of the world to-day were such that it would permit of every fireman and every other man doing like work to enjoy the luxury of an automobile; but unfortunately that is not the condition at the present time.

Now as to the real oppressors of the poor. The reader can draw his own conclusions; the writer is not interested;



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his idea of sport is a fair "free-for-all," but as the radical labor leader has so much to say on this subject, the writer cannot refrain from pointing out the fact if, through brute force of large combinations, organized labor can increase their pay only 20% above what they are producing, they are oppressing their unorganized brothers to that extent.

The radical will reply that the answer is for everybody to be organized, but that is a fallacy, for with everybody effectually organized excepting the high-salaried officers, there would be left to divide only the $4 per man that was paid to the high-salaried man, and the wages of the auto-driver would be equal to those of the locomotive driver, and the latter would be considerably reduced from what they are now.

The Real Oppressors

We know that the radical has not got that $33,200 to two hundred officials out of his mind, so let us take a concrete example. Supposing, for the sake of the example, that brains, energy and ability do not count, and that these men are each getting ten times what they should receive. Then they are oppressing the poor to the extent of the wages of nine times 200, or 1,800 men. But if a million organized railroad employees are getting 5% more than they are entitled to, they are oppressing the poor by a million times 5%, or the wages of 50,000 men. The reader can draw his own conclusions as to who are the real oppressors of the poor.

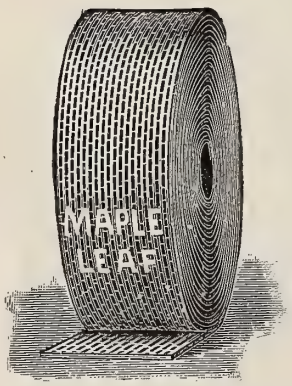
The sooner labor leaders realize that the industrial workers of the world cannot lift themselves very far by their own boot-straps, the better it will be for the workers as well as everybody else on this earth. At the beginning of the war it was only natural that the law of supply and demand would somewhat increase the price of wheat, meats and materials required for war purposes, but all can remember how soon the labor leader who shouts so loud, about the crime of treating labor as a commodity did that same thing and took every advantage of the law of supply and demand. We saw war munition and shipbuilding workers getting from 75c. to $1.25 per hour, and five to ten times these figures in some cases where they actually exerted themselves and did piecework. At the same time other equally skilled tradesmen, such as carpenters or painters, were actually working for from 35c. to 55c. per hour, and to the writer's mind this was the major factor in starting old H. C. L. on his way. Other tradesmen and laborers could not be expected to be contented under the circumstances and the trouble began.

Industrial workers attempted to do the impossible—to get two or three times the value of what they produced—but another natural law took partial care of that hold-up: The value of the measure of "value" depreciated, and the industrial worker, instead of getting what he wanted, only succeeded in getting a relatively small percentage at the expense of unorganized labor and of those straight-salaried men whose salaries did not go up in the same ratio that the value of the dollar went down.

Money is only a medium of exchange, and the fluctuation of its value is incorrectly interpreted as the high or low cost of everything else. Here on the prairie we can build a mile of railroad to-day cheaper than we could twenty years ago if one measures the cost in what we are producing, namely, bushels of wheat.

There is just one real remedy for all this industrial trouble; that is, more production. When the organized industrial workers realize that fact and change their present ideas of getting as much money as possible for the least amount of time and smallest amount of output, to working a reasonable amount of time to the limit of their ability and capacity, the sooner will they be able to enjoy, rightfully and more universally, the privilege of going to and from their labor in their own automobiles.

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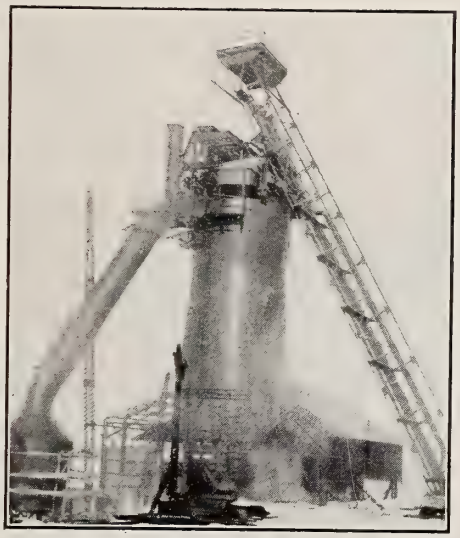
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Making Wages Elastic*

How Index Numbers Enable the Employer to Adjust Wages to Rising Prices of Commodities

By R. H. TINGLEY

THE index number, as we commonly know it, is the sum or average of the prices of a large number of commodities more or less essential to our existence. If the index number is to be a faithful record of fluctuations, it is obvious that the prices of the chosen commodities must be assembled on certain periodical dates. The totals or averages obtained will thus indicate the average percentage of rise or fall in prices during a given period.

Index numbers have been in more or less constant use since they were first invented by G. R. Carli, an Italian, who attempted to discover by their use the effect of an abnormal quantity of gold money upon rising prices.

Carli's researches stimulated others, and we find frequent reference to index numbers both in European history of the eighteenth century and in our own colonial records. For example, Washington's army was paid in provisional notes the face value of which moved up or down according to the market price of a few essential commodities.

There are now maintained no fewer than five separate systems of index numbers in the United States: Dun's, Bradstreets, Gibson's, The Annalist's and that of the United States Department of Labor. In England there are three, that of the "London Economist" being, probably, the oldest. Almost every other civilized country, too, maintains its own separate set or sets.

Index numbers have been used by statisticians, librarians, economists and historians in many ways for a century or more. In all of these uses, however, their influence is somewhat indirect, and their application belongs rather to the realm of the academician than to that of the every-day business man.

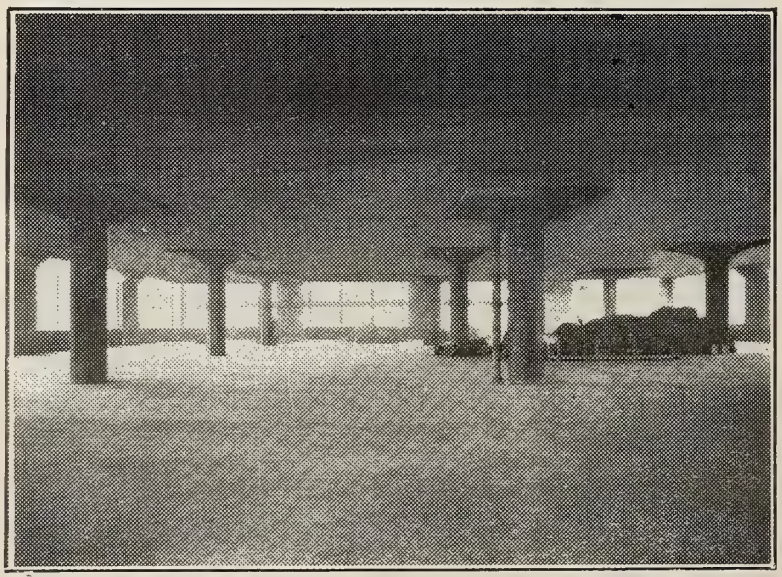
But with the war the business man has taken up the practical application of index numbers to business. The cost of living has been mounting. Wages had to be raised to meet it, but the raising of wages is not always desirable except when the higher figure can be maintained. Business, therefore, has devised a method of adjusting wages to rising costs of living, a method based on changes in commodity prices as revealed by index numbers.

One of the first enterprises to inaugurate a system of adjusting wages to the rising cost of living was the Oneida Community, Limited, manufacturers of silverware, at Oneida, New York. The High Cost of Living Plan, as it was called, was put into operation in January, 1917. For a basis it went back to January, 1916, when a general advance in wages placed the employees in position to share the Community's prosperity.

An estimate based on the living expenses of a large number of families of differing sizes and incomes revealed the fact that during 1916 the cost of living increased 16 per cent. The company announced that each worker would receive an additional pay envelope every month thereafter, this envelope to contain the additional wage resulting from the new system. The additional wage would vary from month to month; every twenty points of change in Bradstreet's

*This suggestive article appeared in the May issue of *Business*, the bright little monthly magazine, published by the Burroughs Adding Machine Co., Detroit. It is reprinted in INDUSTRIAL CANADA by request of a well-known Ontario member of the C.M.A.

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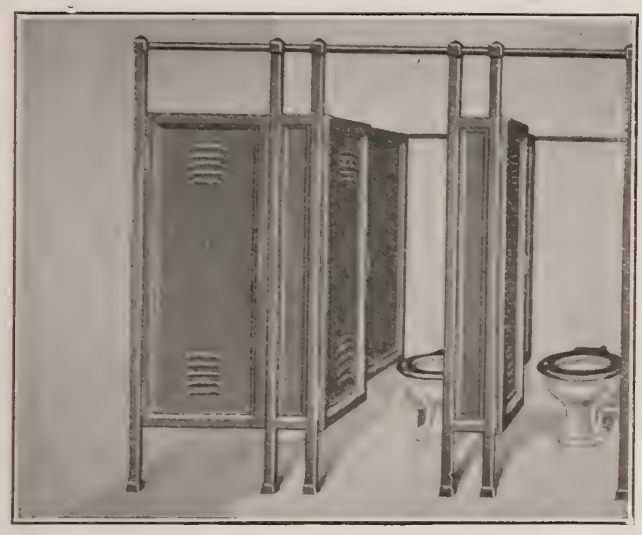
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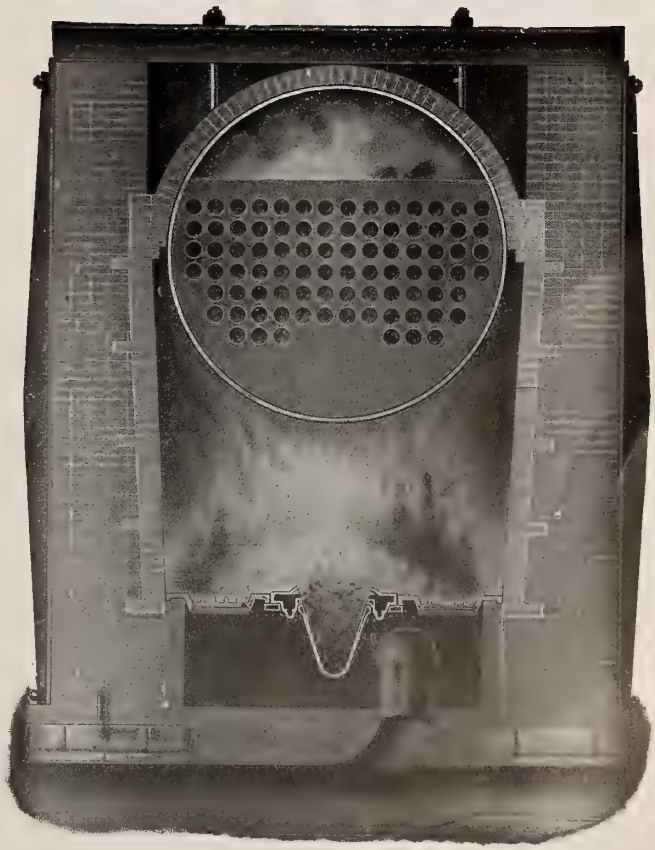
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index number would be assumed as indicating a change of 1 per cent. in the cost of living.

For thirty-six months these special High Cost of Living envelopes have been maintained. The index figures and extra rates of pay have been, month by month, as follows:

Month 1917.	Index No. of preceding Month.	H.C.L. Percentage.
January	13.68	16
February	13.73	16¼
March	13.93	17¼
April	14.13	18¼
May	14.58	20½
June	15.12	23¼
July	15.47	25
August	16.07	28
September	16.40	29½
October	16.64	30¾
November	16.91	32
December	17.07	32¾
1918.		
January	17.81	36½
February	17.96	37¼
March	18.08	37¾
April	18.07	37¾
May	18.74	39¾
June	18.91	42
July	19.00	42½
August	19.18	43½
September	19.11	43¼
October	19.05	43
November	19.02	42¾
December	18.91	42¼
1919.		
January	19.04	43
February	18.54	42½
March	17.63	36
April	17.22	33¾
May	17.28	34
June	17.24	33¾
July	18.09	38
August	18.89	42
September	20.00	47½
October	19.47	45
November	19.52	45¼
December	19.90	47¼

In the experience of the Oneida Community covering a period of two and a half years the H. C. of L. envelope has fully covered increases in the living costs of its employees and has given the Community great confidence in the practical value of the figures used. The employees have all felt that, however high prices of flour or potatoes might go, their wages would increase to cover the increased cost.

Last spring there occurred a substantial fall in commodity price-levels as reflected in the index numbers. This resulted in an automatic reduction in the size of the H. C. of L. envelope.

The Oneida Community reports that the employees accepted this reduction without a murmur as a matter of course.

A. M. Kinsley, general manager of the Community, says:

"The High Cost of Living plan was not designed to be permanent. It has served as a bridge to carry a much more ambitious plan of industrial partnership across the difficult period of war. Whether from it shall arise a basis for a permanent system of automatic wage adjustment, belongs to the future."

The Schwarzenbach-Huber Company, silk manufacturers, of West Hoboken, N.J., also uses the Bradstreet index numbers. It takes the index for one month and uses it as the basic figure, 100 per cent. An increase or decrease on that

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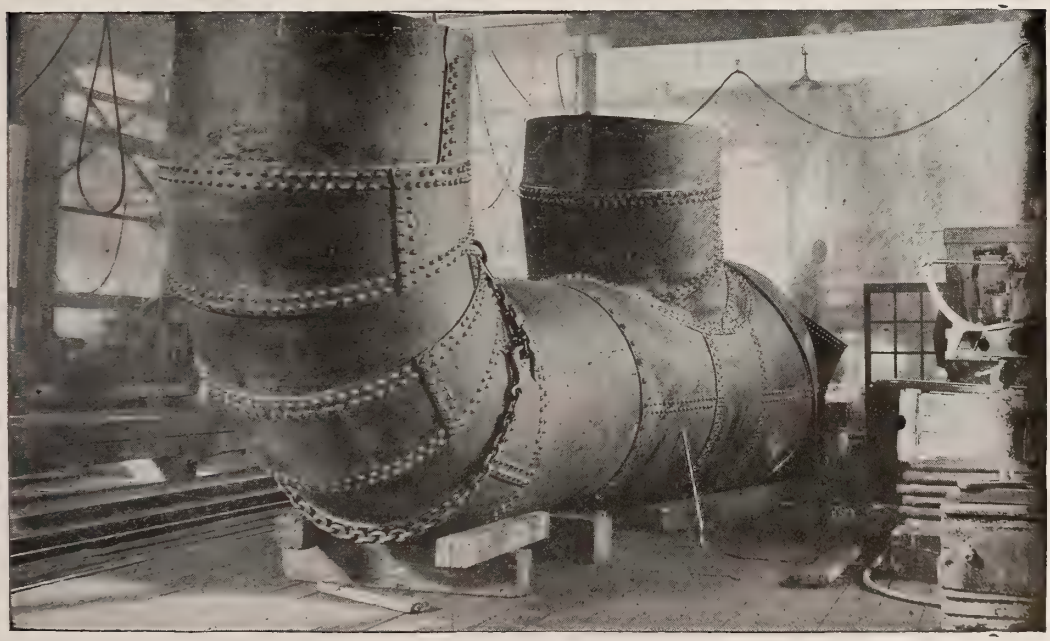
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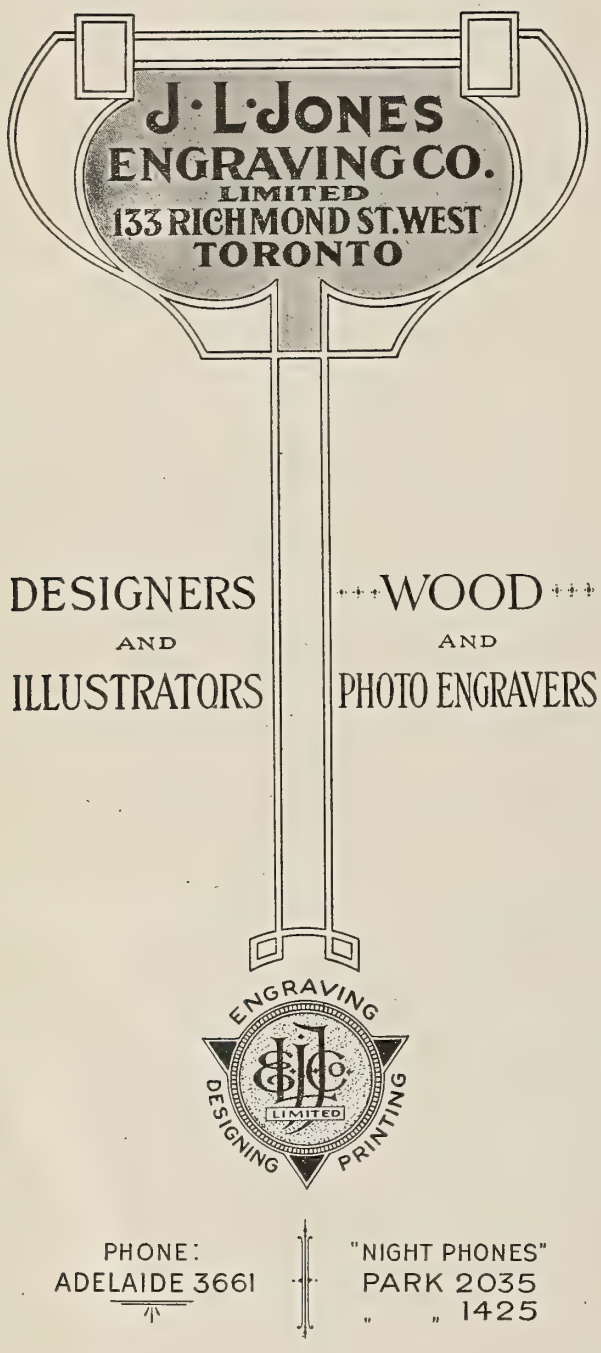


figure occurring during the ensuing months is figured as per cent. of increase or decrease on the basic figure. For example:

	Index.
August, 1919	20.0017
Basic figure, July, 1919	18.8964
Increase	1.1053

1.1053
———equals 5.85 per cent., the increase.
18.8964

As the increase for August over July was 5.85 per cent., the employees received a bonus of 5.85 per cent. As Bradstreet's issue in one month covers the index for the previous month, the increase for any month is given in the following month.

Carefully avoiding the use of the adjective "high," Barker, Rose & Clinton, hardware merchants, of Elmira, N.Y., have adopted what they call the "Cost of Living," or "Index Number," wage plan. Omission of the word "high" paves the way towards self-protection when the inevitable drop in prices comes—as it will—some day. A. Clinton, of this firm, says:

"'The Cost of Living,' or 'Index Number,' wage plan seems to be a scientific solution of the wage problem: its success depends upon mutual confidence."

As the cost of living advanced, Barker, Rose & Clinton tried many modifications of the arbitrary bonus plan, but found each unsatisfactory. They finally adopted their index number plan based on Dun's system, and have been using it since July, 1919. Their plan works out something as follows:

Suppose an employee was receiving $25 a week during July. Dun's index number for July, 1919, was 233. By August 1 the index number had increased 8 points, or to 241. This increase, reduced to a fraction, is 8/233, or to a decimal, is .0343. The employee's weekly wage of $25 is multiplied by the decimal increase, giving a result of 86 cents. This particular employee's weekly wage for the month of August therefore was $25.86. In September, 1919, the index number of Dun had dropped to 238, or 3 points below August. This represents a decimal drop of .0124, which, multiplied by the employee's previous wage of $25.86, gave him for his September work $25.54 a week. This is a very simple plan and the hardware firm is confident that it has solved its wage problem.

The Union Bleaching and Finishing Company, of Greenville, S.C., has been using the index number system in wage adjustments in its factory for more than a year with satisfactory results. The executives are frank to admit, however, that they do not know exactly how the system will stand under a heavy price decline, but they feel quite sure if it were in universal use there would be no trouble when prices and wages fall.

Mr. R. W. Arrington, secretary, writes:

"We are using as a basis the Bradstreet index number covering not his entire list but his six first items which cover the necessities of life and articles which are used by everybody in every-day life. These six, as I remember them, are breadstuffs, provisions, fruits and produce, meats, hides and leather and textiles.

"We take as a basis the cost of living on January 1, 1916, and show a percentage over that figure of what the cost of living is to-day. We started by paying our people in two separate envelopes: one contained the basis of what they were receiving on January 1, 1916, and in another envelope the additional amount covering 95 per cent., 100 per cent., 103 per cent. or whatever percentage of that basic figure the index number happened to show. We have discontinued the two-envelope system, however, and put all the money in one envelope, but insert slips showing how much money is represented by the index number."

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At the head of the Index Visible, Inc., of New Haven, Conn., which makes visible card index systems, is Professor Irving Fisher as president. Since Professor Fisher occupies the chair of political economy at Yale University and is one of the advanced thinkers along economic lines, it might be expected that his company would have worked out a scientific method of applying index numbers to its wage problem. And apparently it has done that very thing.

Professor Fisher's company uses the index numbers of the United States Bureau of Labor Statistics. With this as a basis, to arrive at its own index number, it assumed that its pay-roll at the first of July, 1918, was properly adjusted to the price-level for the period of the first six months of that year. It therefore took an average of the Government index numbers for that period, resulting in an index number of 158, which it uses as a standard. It then divides the Government's monthly index number by the standard number, 158, to get the per cent. to be contained in the H. C. of L. envelopes for each month. For example, in July, 1918, the Government index number had risen to 167, an increase of 5.7 per cent., which accordingly became the percentage of addition for that month.

The Index Visible, Inc., pays its employees their additional wages in a separate H. C. of L. envelope.

E. D. Keith, assistant treasurer of the Index Visible, Inc., writes:

"Our employees are mostly intelligent office help. In the factory we have only one or two who do not understand the system at the outset.

"If the cost of living should go below our standard index number, we would plan to take our chances with all manufacturers in reducing the wage scale, if that became necessary.

"The system appeals to us as being just to the individual and hence a protection to the company in reducing turnover by establishing a reputation for fair dealing."

The Mishawaka Woolen Manufacturing Company, of Mishawaka, Indiana, uses Bradstreet's index number. At the time of inaugurating its plan, in February, 1918, this company was already paying its employees a 10 per cent. bonus on account of the high cost of living. Its new plan was therefore called an "extra bonus" plan. It resembles, in operation, the plan previously adopted by the Oneida Community. The results of its experiments, however, are instructive and I quote them as I received them from L. T. McCollum, of the Mishawaka Company:

Period Ended.	Paid.	Rate.	Index Number.
Feb. 23, 1918	Mar. 29, 1918	7 %	17.9636
Apr. 27, 1918	May 29, 1918	11¾%	18.9133
June 29, 1918	July 25, 1918	13 %	19.1849
Aug. 31, 1918	Sept. 26, 1918	12½%	19.0485
Oct. 26, 1918	Nov. 27, 1918	11¾%	18.911
Dec. 28, 1918	Jan. 30, 1919	10 %	18.5575
Feb. 22, 1919	Mar. 27, 1919	6¼%	17.8139
Apr. 26, 1919	May 28, 1919	10 %	17.2376
June 28, 1919	July 24, 1919	11¾%	18.8964
Aug. 30, 1919	Sept. 25, 1919	14½%	19.4720
Oct. 25, 1919	Nov. 26, 1919	16¾%	19.9026

Mr. McCollum writes as follows:

"Our extra bonus plan worked very satisfactorily while the bonus was increasing in size, but became less satisfactory as it became smaller, and when it fell below 10 per cent. it caused quite a little dissatisfaction."

The Printz-Biederman Company of Cleveland, Ohio, manufacturers of "Printzess" suits and coats, is the only one to my knowledge that has tried the index number wage plan and abandoned it. Their plan was adopted January 2, 1918, and discontinued November 17, 1918. The reasons for aban-

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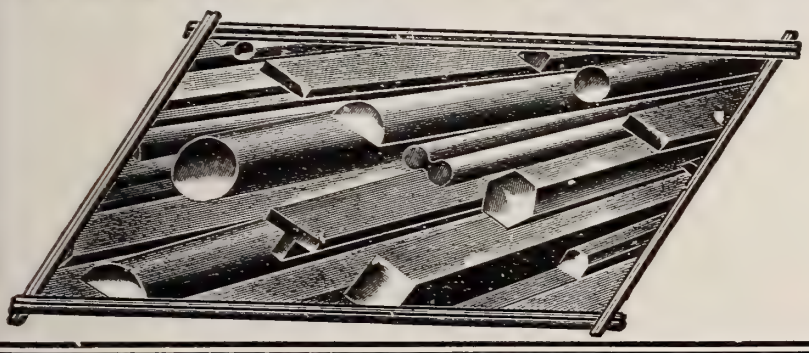
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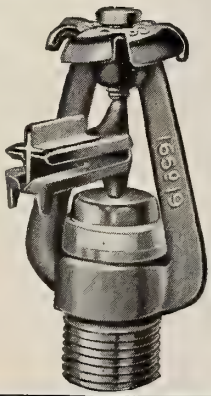
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doning the plan, as stated by Arthur C. Hoffman, factory manager, are:

"Because our employees never looked upon it as a regular part of their wages: when they would explain to you how much they were receiving they never would figure in this amount.

"As long as the price of commodities was going up and the index figure went up the employees were satisfied, but we knew that whenever the price went down they would be correspondingly dissatisfied and would feel that something was taken away from them.

"Our experience had shown us that extra dividends that are not included in the weekly wage do not accomplish the purpose for which they are intended. They neither stimulate production nor satisfy the worker.

"Since that time we have made a study of scientific standards and have been able to pay our employees more money as they produced more. Besides this, our wage rate committee, which meets once a week, controls the minima on all operations, so that our wages have also been, in this particular shop, higher than any other place in the industry."

It will be seen that the science of making practical a use of index numbers, as a basis for computing wages, is yet in its infancy. Except for the incident of Revolutionary days, 140 years ago, no serious attempt seems to have been made in this direction until the recent war.

The experiences quoted, with the one exception, all point to good results. Nearly all, however, suggest the thought that there may be a different story to tell when prices fall.

Abitibi Power and Paper

New Bond Issue Being Made to Redeem Debentures and Provide New Capital

An issue of 6 per cent. general mortgage sinking fund gold bonds amounting to $4,000,000 is being made by the Abitibi Power & Paper Co., Limited, through the Royal Securities Corporation. These bonds are dated Jan. 2, 1920, and mature Jan. 2, 1940. The proceeds will be used in part to redeem outstanding 7 per cent. debenture issues aggregating $1,900,000. The balance will be used for the immediate development of Twin Falls water power and the construction of additional mill buildings, etc., and the installation at Iroquois Falls of two 85-ton and one 60-ton newsprint paper machines and one 35-ton wrapping machine. The bonds are offered at 92.50, and interest yielding about 6.70 per cent.

Riordon Pulp & Paper

Company to Consolidate With Kipawa Fibre Co., in New Riordon Corporation

Another Canadian pulp and paper company is to be reorganized. It is now proposed to incorporate the Riordon Corporation, Limited, which will form a holding company for the present Riordon Pulp & Paper Co., Limited, and its subsidiary, the Kipawa Fibre Co., Limited.

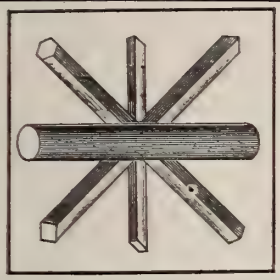
The consolidation of the two companies through the medium of the new Riordon Corporation, Limited, is to be effected as follows: The new corporation is to assume the funded debt of the Riordon enterprise and in exchange for the outstanding $1,500,000 7 per cent. cumulative preference stock will issue and pay into the present company's treasury a like amount of 8 per cent. cumulative preferred shares. Against the present $6,000,000 common issue there will be paid to the holding company $9,000,000 par value of 7 per cent. cumulative preferred stock, carrying full voting rights and convertible into common shares, and in addition $12,000,000 of common stock of the new company.

Thus the present company will hold on behalf of its shareholders an actual amount of 8 per cent. preferred stock to that carrying 7 per cent., presently outstanding, while 1½ shares of 7 per cent. preference shares and two common



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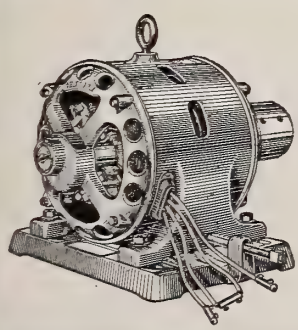
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60 Cycle, 1 Phase.

4 ½ hp. Wagner 110/220 volt, 1800 rev.
2 1 hp. Wagner 110/220 volt, 1800 rev.
2 1 hp. St. Louis, 1800 rev., with starting switch.
2 ¼ hp. St. Louis 110 volt, 1800 rev.
1 1 hp. Wagner 110/220 volt.

60 Cycle, 3 Phase.

1 7½ hp. All. Chal., 1200 rev., 220 volt, base, starter N.V.
1 7½ hp. C.G.E., 1200 rev., 220 volt, base, starter N.V.
2 5 hp. C.G.E., 1800 rev., 550 volt.

25 Cycle, 3 Phase, 220 volts.

1 10 hp., 1500 rev., T.H.E., with starter N.V. and base.
1 15 hp., 750 rev., rewound, with starter N.V. and base.
1 25 hp. C.G.E., 750 rev., with starter N.V. and base.
1 3 hp. C.G.E., 1500 rev., rewound.
1 1 hp. C.G.E., 750 rev.
2 1 hp. Westinghouse, 1500 rev.
3 1 hp. T.H.E., 1500 rev.
1 2 hp. Westinghouse, 1500 rev.
1 10 hp. Wand W., 1500 rev., base and starter N.V.

25 Cycle, 3 Phase, 220 Volts.

1 10 hp. Lanch, 750 rev., base and starter N.V.

1 Phase, 25 Cycle.

1 2 hp. Peerless, 110/220 volt.
2 ¼ hp. St. Louis, 110 volt.
2 1/6 hp., 110 volt.

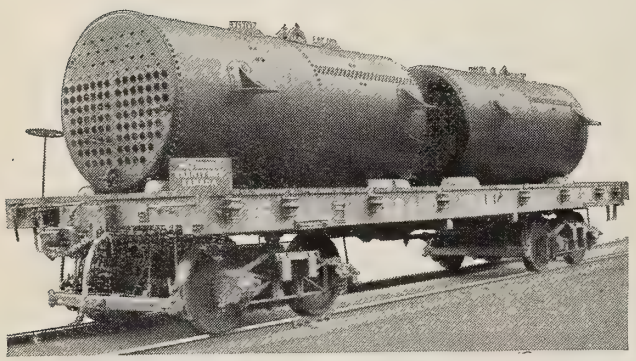
Toronto and Hamilton Electric Co. Limited
HAMILTON, ONT.

Waterous
BRANTFORD, ONTARIO, CANADA

Heating and Power Boilers
BOILERS IN STOCK FOR IMMEDIATE SHIPMENT

2—48" x 14' 3—54" x 14'
7—60" x 14' 5—72" x 18'

CATALOGUES ON REQUEST



The Waterous Engine Works Co., Ltd. BRANTFORD CANADA

shares will be received for each share of Riordon common now in existence.

Shareholders of the Kipawa Co. are to receive 1½ shares of the common stock of the new company on the surrender of each share of the present securities.

Estimating One's Value

A Self-Test Which The Canada Foundries & Forgings Limited Have Devised

The questionnaire reproduced herewith is a device which the Canada Foundries & Forgings, Limited, have worked out to enable their employees to apply a test to their all-round

What's Your Score?

CANADA FOUNDRIES & FORGINGS, LTD.

PERFECT SCORE	*ON THE LEFT is a value placed upon each factor or quality which make a perfect score. ON THE RIGHT—just fill in your own self estimate.*	MY SCORE
20	**LOYALTY** Has every business act of mine been executed with the full belief that it was for the best interest of the firm? Do I realize that the firm's reputation is in my hands? Is my heart in my work?	
5	**PROMPTNESS** Have I been at my place and assumed my duties promptly at the appointed hour? Do I put things off or do it "now"? Do I realize the importance of timely action?	
15	**AMBITION** Am I doing my work the best way it could or should be done? Do I seek or avoid responsibility? Do I ever create new ideas or suggest improvements?	
10	**CONCENTRATION** Do I keep my mind strictly on my work or am I wavering, intermittent and wasting time on hobbies? Do I realize the value of constancy?	
15	**ACCURACY** How many of my mistakes do others have to correct? Do I appreciate the importance of accuracy?	
5	**SPEED** Do I think and work quickly or do I hesitate and loiter? Do I use pluck, grit and pep, or am I timid? Do I realize the possibilities of spare moments?	
10	**EXPERIENCE** Have I been with this firm long enough to learn my work and have I mastered it? Am I continually bothering others for information about my work or am I giving them advice? Have I an objective in life or just working here?	
10	**NEATNESS** Do I carry every detail through to its final logical conclusion? Am I careless of detail?	
10	**HEALTH** Am I keeping myself physically fit or am I occasionally absent on account of sickness or other reasons? Who does my work when I am absent? Does it cause any friction or inconvenience?	
100% PERFECT SCORE		MY SCORE

Sign here and keep for future comparison.

efficiency. It is not intended that the score be turned in to anyone in authority. It is rather a personal confession on the part of the employee to be made out and kept for his own benefit. In about six months the company will probably issue a second card, so that each individual will be able to check up improvement. The scheme, if it is conscientiously handled by each employee, should do a lot of good.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, JULY, 1920 No. 3

Editorial Comment

Annual Meeting—1920

DETAILED reports of the Annual General Meeting of the Canadian Manufacturers' Association held in Vancouver, B.C., on June 7th, 8th and 9th, last, will be found in this issue of INDUSTRIAL CANADA.

The regular sessions of the Conventions carefully considered the numerous and lengthy reports which synopsized the business transacted by the Executive Council, Executive Committee, Standing Committees of Council, and Division Committees. All reports were adopted in full with the exception of one paragraph in one report.

The discussion of members present indicated that they were satisfied with the work of the Association during the past year, and also assisted in defining principles which will guide the various committees of the Association during the coming year. The past year was one of unusual growth. About 700 new members joined the Association during the year and a very considerable amount of new organization was put into operation.

At the beginning of the calendar year, the Executive Council decided that the Annual Meeting should be held on the Pacific Coast in order to give members an opportunity to visit the chief cities in Manitoba, Saskatchewan, Alberta and British Columbia to investigate the natural resources of these provinces; and to discuss national problems with representative men of these provinces.

A special train of fourteen coaches, carrying the members of the Association, left Toronto on May 29th, by C.P.R. Stop-overs had been previously arranged at Winnipeg, Brandon, Regina, Moose Jaw, Medicine Hat, Lethbridge, Calgary, and Edmonton, on the way to Vancouver. From Edmonton to Vancouver, the party travelled over the new Canadian National Railway road. Victoria, Saskatoon, Winnipeg, Fort William and Port Arthur were visited on the return journey. In all these cities special programmes had been arranged with the co-operation of local members of the Association. The Lieutenant-Governor of Manitoba addressed the visitors in Winnipeg. They were entertained at the Government House of Alberta, and at the Government House of British Columbia, and were also addressed by the Premier of Alberta and the Premier of British Columbia.

About two months before the beginning of the trip the Executive Committee authorized a campaign of publicity, because it was felt that the Canadian Manufacturers' Association and its objects were not sufficiently understood in the four Western provinces. It was decided to issue a statement setting forth the history, constitution, objects, and the organization of the Association. This statement was published as a full-page advertisement in all daily newspapers in Western Canada and appeared on the days that the special train stopped at the respective cities. In addition, a number of articles were prepared, and given to these newspapers, describing the growth of manufacturing and its importance to the people of Canada.

It is gratifying to record that the newspapers of Manitoba, Saskatchewan, Alberta, and British Columbia, having been put in possession of the facts, published them very fully and, on the whole, with very fair, and, in many cases, very favorable editorial comment. In the same issues these newspapers published a great deal of valuable information in regard to local industrial opportunities.

During the trip, at the meetings arranged in the above cities, there was a very frank and full discussion of a number of important national problems, resulting in an interchange of viewpoints which was beneficial to all interests concerned. Many people in Western Canada were somewhat surprised to learn from the facts placed before them by the Association, that Western Canada is becoming industrialized very rapidly. It was pointed out that in 1900 there was not one member of the Canadian Manufacturers' Association located west of the Great Lakes. To-day there are 700 members of the Canadian Manufacturers' Association west of the Great Lakes. Moreover, certain lines of industry are gradually transferring a considerable part, and, in many cases, the chief part, of their activities to Western Canada.

Members of the party learned a great deal about the natural resources of the four Western Provinces and perhaps more especially concerning those of Alberta and

British Columbia. It seemed to be the general opinion of the manufacturers who were on the trip, that British Columbia and Alberta have a great industrial future, and also that manufacturing in Manitoba and even in Saskatchewan is capable of very considerable development.

The party took a keen interest in agricultural questions, and noticed with satisfaction the indisputable signs of agricultural development and prosperity. At the time of their visit all indications pointed towards unusually heavy field crops this year.

There were representatives at the Annual Meeting from the Maritime Provinces, Quebec and Ontario, as well as from the Western Provinces. It was gratifying to record that, at the meetings in all these cities, the point of view on national problems held by manufacturers, and by those who were not manufacturers, differed very little in fundamentals. There was a commendable desire on the part of all as citizens to approach and study all problems from the national point of view, with a common desire to develop Canada as a great nation within the British Empire.

Western Comment on C.M.A. Trip

EDITORIAL comment in the Western press on the tour of the delegates to the Annual General Meeting through the Western provinces was both cordial and appreciative. The arrival of the excursion train in each city visited elicited a warm welcome, while the remarks of the Association's speakers were well received. The *Calgary Herald* had the following observation to make at the conclusion of the tour:—

"Travelling eastward on their way home from the Vancouver convention, members of the Canadian Manufacturers' Association stopped off in Winnipeg long enough to collect their thoughts with reference to the prairie west, and make known their impressions to interviewers. President McKinnon acted as spokesman for the party, and we are persuaded that what he said was meant. That is to say it was not the usual platitudinous "guff" that so often comes from the tripper who feels in duty bound to say something pleasant, no matter what his real thought may be.

"Our eastern manufacturing friends, many of whom had never before seen the west, were tremendously impressed with what they saw. 'A solid foundation' is the way the president expressed it when speaking of agricultural and manufacturing development. The possibilities for manufacturing, naturally, appealed most strongly to these men, and that they were pleased at the outlook for industrial development west of the Great Lakes means much for the future of western centres of population.

"Of particular interest to Albertans is the president's observation on this province and its possibilities. Speaking of it with a special emphasis he said he and his colleagues were surprised at the potentialities of Alberta, and were impressed particularly by the natural resources of the north. The point of this reference lies in the fact that this letting in of the light with reference to our resources was due entirely to the initiative and energy of the heads of the Alberta Industrial Conference, who planned the union of the manufacturers' convention trip and the annual gathering of the conference delegates, thus getting for the province a publicity such as would have cost hundreds of thousands of dollars to secure in any other way. The province will profit immensely in the future as a result of this good bit of work."

The *Herald* also threw out this hint in connection with the excursion and annual meeting:—"If those Manufacturers' Association convention delegates talk in the east as they have been talking in the west, the west will have reason to be glad for a long time that the convention was staged at Vancouver this year."

The Exhibition Season

WE are fast approaching the season when the annual exhibitions and fall fairs are held throughout the country. On more than one occasion during the past winter, manufacturers were urged to devote more attention to the subject of exhibiting at these events. The opportunity for creating an impression this year is a better one than ever before. Since last summer, exchange with the United States has reached an abnormal figure and the Buy-in-Canada argument has assumed a more practical meaning than ever before. Now, while the movement is so strongly before the people, is the time to give added emphasis to it by featuring the Made-in-Canada idea at every exhibition and fair. We should have more exhibits of Canadian-made goods and placards driving home the lesson of home buying should be widely distributed.

The Case for a Tariff Board

THERE appears to be in some quarters an intentional desire to misrepresent the attitude of the Canadian Manufacturers' Association on the subject of a tariff board. To contend that it is the object of the Association to deprive Parliament of its right to adjust the custom tariff of the country as it may deem best in the national interest is as absurd as it is untrue. It is clearly recognized that Parliament is the supreme authority in all matters of taxation and that Parliament must pass favorably or unfavorably on all changes that may be proposed. What is desired is simply that there should be more expert knowledge of tariff matters at the disposal of the Government and members of Parliament, and the Canadian Manufacturers' Association believes that this object can be best attained by the creation of a board charged with making a thorough and practical study of tariff matters from a broad and independent standpoint.

The proposition is sound when considered along business lines. No man of affairs, who is faced with the solution of a complex problem involving matters of which he lacks expert knowledge, would dream of acting without taking the advice of those best qualified to give advice. If it is a legal question, he calls in a lawyer. If it is one

involving construction, he summons an architect or engineer. If it is a scientific question, the chemist or metallurgist is consulted. Even in matters of employment and management, the experts are coming more and more into request.

Why should not our law-makers have the advantage of expert advice when they are framing the tariff? No man, in calling in an adviser, relinquishes his right to give the final decision, nor would Parliament, in seeking information from a tariff board, be delegating its powers. The great desideratum is more knowledge.

Fire Waste in Ontario.

THROUGH the courtesy of the Fire Marshal's Department, the Association is in receipt of the revised statistics of fire waste in Ontario for the year 1919. Quoting from a letter received from Mr. G. F. Lewis, Deputy Fire Marshal, the following interesting information is furnished:

"The total number of fires for the year was 9,396, showing a decrease in number as compared with 1918, of 344 fires, or 3½ per cent. reduction.

"The total loss for 1919 in Ontario amounted to $10,514,232, as compared with $15,673,240 for 1918, showing a reduction for 1919 of $5,159,008, equal to 33 per cent.

"The amount of insurance paid during the year on account of this loss was $6,957,558, compared to $9,675,337 paid by the insurance companies in 1918, showing a reduction in the amount paid by the insurance companies during 1919 on account of fire loss of $2,717,779, equal to 28 per cent.

"The loss not covered by insurance on property destroyed or damaged by fire in 1919 amounted to $3,556,674, and the loss not covered by insurance for the year 1918 amounted to $5,997,903, showing a reduction in this item for the year 1919 of $2,441,229, equal to 40 per cent.

"In compiling our statistics we divide the classes of property destroyed or damaged by fire into twenty-six classifications, and of these the fires in dwellings numbered 5,804, or 62 per cent. of the total number of fires for the year. The loss on dwelling house fires amounted to $1,753,333, or 17 per cent. of the total loss for the year. These figures may be compared with the 1918 statistics which show 5,896 fires in dwellings, which caused a loss of $1,804,717.

"While a large percentage of fires occurred in the homes of the people, practically two out of every three, it is to be noted that the largest loss in any one class was in that of the manufacturing and industrial plants. While the number of fires in this class were only 450, or 5 per cent. of the total number, the loss sustained amounted to $2,441,124, or 23 per cent. of the total loss from all sources in the province during the year. The insurance paid on account of this loss amounted to $2,028,235 or 30 per cent. of the total amount of insurance paid by the companies for the year, and the amount of loss not covered by insurance was $412,889, or 11½ per cent. of the total for the year.

"As you are no doubt most interested in this class it is interesting to note the big reduction from the figures of 1918, which are as follows: 486 fires, or 5 per cent. of the total number caused a loss amounting to $7,565,322, equal to 42 per cent. of the entire fire waste for the year 1918. The insurance paid by the companies on account of this loss amounted to $3,991,806, or 41 per cent. of the total; and the loss not covered by insurance for the year 1918 amounted to $3,573,516, equal to 60 per cent. of the total.

"The next classifications as regards amount of loss was that sustained by 988 fires in mercantile stores during 1919, which caused a loss of $2,312,623. These mercantile stores were responsible for 10½ per cent. of the total number of fires, and 22 per cent. of the entire loss for the year 1919. Comparing these figures with the previous year of 1918 we find that there were 1,166 fires in mercantile stores causing a loss of two and a half million dollars.

"While the reduction in the number of fires may not seem in proportion with the reduction in the total amount of loss, still we have grounds for encouragement, especially in view of the fact that the reports for small fires such as chimney fires, where little or no damage was caused, are being furnished to us more regularly; and in addition I find quite an increase in the number of automobile fires which in 1918 numbered 138 and increased in 1919 to 221; and also garage fires which in 1918 numbered 91 and in 1919 increased to 149.

"The statistics for Ontario show a reduction in the fire waste for the year 1919 as compared to 1918 of $5,159,008, or 33 per cent. The estimated figures for the Dominion of Canada show a total loss for the year 1919 of $24,231,401, as compared to $31,815,844 loss for the year 1918, being a reduction for the year 1919 of $7,584,443, or 24 per cent.

"The statistics for the whole North American continent as estimated for the year 1919 show a total loss amounting to $267,273,140, as compared to the total loss for 1918 amounting to $317,014,385, being a reduction of $49,741,245, or 15 per cent.

"If with the hearty support and co-operation of the manufacturers of Ontario we can succeed during the present year in reducing the fire loss to anything like a proportionate amount of that of last year we will be able to efface from Ontario the unenviable reputation of being the most wasteful province in the country as regards fire."

The New President of the Association



JOHN S. McKINNON

LOYAL service to the Association through a long series of years has had its reward in the election of John S. McKinnon, of Toronto, to the presidency for 1920-1921. As ordinary member, member of committees, chairman of Toronto Branch, and vice-president of the General Association, Mr. McKinnon has given steady attention to the work of the organization, and has gone forward, step by step, to higher duties and responsibilities. He is an all-round type of man, efficient and progressive in his own business; a student of public affairs, well read and well travelled; an active public-spirited citizen, whose special interest has lain in the promotion of technical education; a speaker of considerable force and versatility, and above all a genial, approachable man with a facility for making and keeping friends. He is a native of Huron County, Ontario, and since 1906 has been associated in various capacities with the Company of which he is now the president —S. F. McKinnon & Co., Limited, Toronto.

Proceedings of the Forty-Ninth Annual General Meeting of the Canadian Manufacturers Association

VANCOUVER, JUNE 7, 8 and 9, 1920

AT 2.30 p.m. on Monday, June 7, the first business session of the Convention was opened by the President, Mr. T. P. Howard, who called upon Mr. J. B. Thomson, Chairman of the British Columbia Division, to preside over the inaugural ceremonies.

Mr. Thomson, on behalf of the British Columbia Division, extended a hearty welcome to the visitors from the East and invited Mayor Gale, of Vancouver, to formally open the convention.

Mayor Gale expressed his pleasure at the opportunity not only to declare the convention open but to add a word of welcome to the members of the Association.

"It is fitting," said Mayor Gale, "that we should come together and discuss our various problems. I had an opportunity of being in Ottawa a couple of years ago and meeting many of the Canadian manufacturers, and on that particular occasion one of the Cabinet Ministers, whose name I shall not mention, dropped a remark which was very significant to me. He admitted that in British Columbia we had a very rich and very great Province; that in the City of Vancouver we had a growing and one day destined to become a very great city, but the great trouble was we were too far away. I asked what he meant by that, and suggested that possibly he meant we were too far away from Ottawa. Now, of course, that may be true from a political standpoint, but I do not believe we are too far away for the Dominion of Canada, and I believe that is being fully demonstrated as the years go on. Those of you who have had the privilege of visiting Vancouver before to-day, and I know many of you have, must have become impressed with the importance of Vancouver not only as a city but as a city of the Dominion of Canada. We believe those who have given the matter any thought whatever realize that Vancouver is destined one day to be one of the important cities of Canada, if it has not become so at the present time.

Welcome to Vancouver

"It is hardly necessary for me to say that you are welcome to the City of Vancouver; it is hardly necessary for me to say that the smallest child who is old enough to read the papers or go to school or understand what is happening day after day is glad and more than pleased to know that busy business men have been able to leave their businesses, and journey the distance required to come to the City of Vancouver. We appreciate it very much, and I understand our good friend Mr. Thomson and his Executive of this branch have arranged a very extended programme for them. If he should fall down or the Executive should fall down in any way, I can assure you that the city officials stand ready to fill in any gaps that may be left open."

On resuming the chair, the President thanked Mayor Gale for his words of welcome and continued—"I want to say one word to prove to those present that we do not have an East and a West. This morning on my arrival I received a small parcel and on opening it I found this gavel which I was asked to use while presiding at the meeting. It comes by registered mail from our second vice-president, Mr. W. S. Fisher, of St. John, N.B. to Vancouver, B.C. There is no East and West in that. (Applause.) This gavel came across Canada, our Canada that we all ought to serve and to promote in the best interests of everybody."

The Business Session

Proceedings at the first session included the presentation of the Financial Report, the delivering of the President's annual address, the reading and adoption of the report of the Executive Council and the delivery of an address on "Trade with the Orient," by Captain Robert Dollar, all or which are published in full in the following pages.

The second business session took place at 8.30 p.m. on Monday, June 7, and was featured by the presentation of the reports of the Insurance and Industrial Relations Committee and by a lecture on Japan by A. E. Bryan, Canadian Trade Commissioner at Yokohama.

The third business session was held on Tuesday morning, June 8, when reports of the Legislation and Transportation Committees were presented and discussed. At the fourth business session on the afternoon of the same day, the reports of the Tariff, Membership and Commercial Intelligence Committees and of the General Manager were presented. The final business session on Wednesday morning, June 9, was taken up with the election of officers and committees and the adoption of resolutions.

Entertainment

Entertainment features of the convention were well looked after by the committees in charge of arrangements. On arrival in Vancouver on June 7, members of the Association were guests of the Vancouver Board of Trade at luncheon; on June 8, they were entertained at luncheon by the Vancouver Rotary Club, and on June 9 by the Vancouver Kiwanis Club. On the second day of the convention, in the evening, a cruise was enjoyed to Howe Sound on board the S.S. *Princess Patricia*, while on the afternoon of the third day a trip by motor was taken to New Westminster, where the delegates were royally entertained.

The trip to Victoria on Thursday, June 10, the entertainment in the beautiful capital city and the return to Vancouver on June 11, formed a fitting conclusion to a most successful convention. At Victoria, the members were charmed by a visit to the beautiful home and gardens of Mr. and Mrs. R. P. Butchart at Tod Inlet. They were later guests of the Victoria Board of Trade at an entertainment at the Royal Victoria Theatre and were driven to various points of interest in and about Victoria on Friday morning. Following a Rotary Club luncheon, they embarked for the return journey.

An Analysis of the Year's Developments

Progress of Manufacturing—Conditions in the Field of Labor—The Evolution of Class Government—The National Debt and Methods of Taxation — The Question of Public Ownership — Other Outstanding Matters

By T. P. HOWARD

President, 1919-20, Canadian Manufacturers Association

IT is my privilege, as your president, to welcome you to this annual general meeting, which marks the conclusion of the forty-ninth year of this Association's history. It is significant to see here assembled such a number of representatives from great industries in all parts of Canada, and your presence indicates profound and widespread interest in the work of this Association in its relation to the country's industrial progress.

Before proceeding further, I wish to express our sincere thanks and appreciation to the mayor and council of Vancouver for their cordial invitation to our Association to hold this meeting here. In accepting that invitation I beg to say, on behalf of the Association, that we esteem it a great honor and privilege to be the guests of this beautiful city. I also wish to extend the thanks of members from other provinces to our members in British Columbia for their kindly welcome, and also for the great amount of work they have done in preparation for this meeting.

A decade has passed since the Association held its last meeting in Vancouver, and those who have not had the privilege of visiting the city since that time are agreeably surprised at the signs of growth and prosperity that are evident on all sides. It was the destiny of Vancouver that it should be a great ocean port. The history of this part of British Columbia is associated with the names of such empire builders as Captain James Cook, who visited this coast in 1778; Captain George Vancouver, who gave his name to the city; Sir Alexander McKenzie, who made the first journey from Eastern Canada in 1793; Simon Fraser, who explored the Fraser River in the early years of the nineteenth century, and Lord Strathcona, who drove the last spike on the Canadian Pacific Railway in 1885.

Great Natural Outlet.

As a port, Vancouver serves as an outlet for the products of one of the richest areas, so far as natural resources are concerned, remaining in the world to-day. Tremendous inroads have been made during late years on the natural resources of older countries, and while we have been in the habit of congratulating ourselves on the immense resources of Canada, we have sometimes lost sight of the fact that these resources are not inexhaustible, and have been sharply reminded by the Commission of Conservation that in certain fields they are limited. This applies to British Columbia probably less than to any other province of Canada, because this province seems to have been singularly blessed.

Some provinces are adapted for manufacture, others for farming, others for mining or lumbering; but the Province of British Columbia possesses the materials and conditions that are especially suitable for the development of all four of these basic industries. Statistics show the most remarkable and gratifying growth in such British Columbia industries, as manufacturing, farming, lumbering, mining, fishing, fruit-growing and shipbuilding.

British Columbia is making great strides in shipbuilding, and as this industry means a great deal to the province, it is most important that it should have the greatest possible encouragement for its further development. It is significant to notice the increase in the shipping facilities of this province. In addition to the great drydocks at Prince Rupert, Government docks are being undertaken at Vancouver at a cost of $4,000,000, while other harbor improvements will cost another $1,000,000.

The advantages of the city of Vancouver as a port and a manufacturing city are emphasized by the fact that all Canadian transcontinental railways and every trunk railway in the United States are connected with Vancouver, and eight transoceanic shipping lines, in addition to coasting vessels, dock here. Moreover, the harbor is never closed and is accessible every day of the year. Three hundred and twenty-one ocean-going vessels visited Vancouver harbor during 1919, conveying $84,000,000 worth of merchandise.

In addition to establishing a reputation as a great ocean port, the city is rapidly becoming known as an industrial centre, and the articles manufactured here are being shipped in increasing quantities not only to other parts of Canada but are also finding their way to markets abroad. The creation of an industrial area, Granville Island, in the heart of the city, covering twenty-eight acres of land suitable for sites, illustrates the manner in which the city encourages industry and the location of thirty-nine factories on this area proves that advantage is being taken of the opportunities provided.

Vancouver has not only established herself as a city, but has passed that mysterious stage where a city becomes marked in the public mind as one of the future great cities of the world.

The Association's Work.

During the past year the Executive Council of the association dealt with a great many important matters that are recorded in the reports of the various standing committees that supervise the technical departments of the association. As these reports will be submitted to you for approval, I will not anticipate their contents, but I can assure you that they represent a great deal of valuable accomplishment. The report of the Executive Committee, who are practically your Board of Directors, gave a summary of their work, and the report of the general manager will deal with the administrative side of the association's affairs.

In my remarks I shall try to define the point of view of the Executive Council in dealing with various problems that are of interest to us as citizens of Canada as well as of technical importance to us as manufacturers.

Development of Manufacturing

We are specially interested in the industrial growth of Canada. For a period of fifty years, this can best be illustrated by a comparison of the value of goods manufactured at the beginning and end of that period. The census estimate of the value of the output of Canadian factories for 1870 was $221,000,000. For 1917, the last year for which figures are available, it was $3,000,000,000, an increase of about 1,400 per cent. A comparison of the census figures for 1900 and 1917

shows an astonishing development in manufacturing since the beginning of this century:

	1900.	1917.	Inc. p.c.
Mfg. Estabs.	14,650	34,392	135
Capital	$446,916,487	$2,786,649,727	523
Value of products	481,053,375	3,015,577,940	525

Last Year's Problems

Immediately following the armistice, Canada was confronted by the problem of transferring the activities of her citizens from a war to a peace basis. Half a million men had been withdrawn from ordinary occupations to military duty. Agriculture, manufacturing, and transportation had been transformed by the necessities of war and an enormous export trade had been developed. The prospect of the loss or partial loss of this export trade at a time when employment was urgently needed, caused great misgivings. It was feared that a shrinkage of export trade and a possible delay in getting the country back to peace conditions would cause widespread unemployment and a serious depression. I do not think this Association ever admitted that these evil results would necessarily follow the war.

Misgivings Unjustified.

Certainly the members did not shape their policies as though they were actuated by any such ideas. Time has proved that these misgivings were not justified. We have held the greater part of our export trade, and instead of unemployment we are now experiencing an actual shortage of labor. I believe that these dangers were avoided by the courage and resourcefulness of the Canadian people, who looked the situation fairly in the face and took the most practical means of dealing with it.

The Dominion Government appointed the Canadian Mission in London, and later extended credits to certain European countries for manufactured and agricultural products. Scores of Canadian manufacturing firms immediately sent their travellers to Europe, and were successful in securing a great volume of business. Manufacturers taking a great chance, not only began immediately to change their factories back to a peace basis, but also cast about with the greatest possible energy to develop foreign markets and manufacture new lines of goods.

Farmers' organizations also sent their representatives abroad, and were successful in selling their products. The result was that the industry of the country scarcely hesitated in spite of the critical conditions existing all over the world. Our export trade during the year ending March 31, 1920, amounted to $1,286,658,709, as contrasted with $1,268,765,285 for the year ending March 31, 1919. To-day in Canada, as for employment, no man or woman who wants to work need be without it at the highest wages ever paid in this country.



Thomas Palmer Howard

Whose Year as President of the Association Has Witnessed a Remarkable Growth Both in the Membership and Services of the Organization

The Canadian Army

The people of Canada owe a triple debt to the Canadian army; first, for its war record; second, for the manner in which it has resumed the occupations of peace. There are bound to be some exceptions among 500,000 men, but I think I am safe in saying that over 95 per cent. of the Canadian army have resumed peaceful occupations successfully. We owe a third debt to the army, because the great majority of ex-soldiers were opposed to any revolutionary methods of redressing grievances in this country and have stood firmly on the side of law and order.

About half the Canadian army came out of the factories, and it has been encouraging to see the way in which they have resumed their work in the factories, and the splendid manner in which even the disabled men have become independent and efficient. It is also gratifying to see that the Government has spent, up to the end of 1919, the sum of $40,000,000 in the work of re-establishing soldiers, and that, through the Government employment agencies, up to the end of last year, over 106,000 soldiers had been placed in positions.

Post-War Work

Splendid work is being accomplished by the military hospitals and training schools. In the matter of pensions, we hope that the most generous treatment possible will be given. Canada must take proper care of her wounded and disabled soldiers, and also of the dependents of those who were killed or disabled in the war. These pensions must not be pittances, merely sufficient to keep the recipients alive, but must be adequate to maintain them in decency and comfort, and to afford them opportunities for education and advancement.

Labor

In the Canadian labor field during the last year there have been three outstanding events. First, the investigation of the Royal Commission on Industrial Relations, which toured Canada in the spring of 1919, and reported to the Government last summer; second, the National Industrial Conference which was held in Ottawa last September; and, third, the first International Labor Conference authorized by the Peace Treaty, which was held in Washington last November. Members of this Association gave evidence at the twenty-eighth sittings held by the Royal Commission on Industrial Relations from Victoria, B.C., to Sydney, N.S. Representatives from the

chief lines of industry in this Association were present at the National Industrial Conference, along with representatives from railways, lumbering, mining, fishing, banking, and other employers. A past president of this Association represented the employers of Canada at the International Labor Conference in Washington.

One might think from reading certain newspapers and listening to some speakers that all Canada was suffering acutely from a malady vaguely described as "unrest." No doubt there are fever spots where there are either malignant influences at work or where there are real grievances that require remedy, but these isolated cases are not typical of conditions throughout the country, nor of the mental attitude of the great majority of Canadians.

Radicals Drying Up.

The outstanding feature in labor matters during the year has been the gradual elimination of the revolutionary element by moderate labor men. The political and social ideas put forward with considerable vehemence by a minority have been tried partially and have failed utterly in the estimation of wage-earners themselves. On the other hand, a great deal has been done by the moderate wage-earners, who are in the great majority, with the co-operation of other citizens who have the welfare of the country at heart, to make the conditions and rewards of wage-earning citizens more satisfactory. More will be accomplished, but it would appear now that progress will be made in the spirit of co-operation and in the knowledge of the fact that there is a relationship between the interests of all classes of citizens, irrespective of their occupations.

Frequent use of the term "workers" has evolved the pertinent question, "Who is a worker?" So far as Canada is concerned, it would be easier to answer the question, "Who is not a worker?" No one works exclusively with either the body or the brain. All work requires a union of the faculties of both body and brain in varying combination, according to the nature of employment. The number of Canadians who are not workers in the real sense of that word is so small that they are negligible.

There are plenty of men who can sit down and in an hour draw up a magnificent scheme for the reconstitution of society and the redistribution of what they call wealth. The trouble with such schemes is that they do not work because they are opposed to fundamental natural laws, and fail because they are rejected by the common sense of the people whom they are designed to attract and mislead.

Although there is perhaps not sufficient information to pronounce a verdict on the great Russian experiment which has a few enthusiastic admirers, even in this country, we can at least point out some of the results which have been attained to date. In the first place, it withdrew Russia from the war and increased the loss of life and money suffered by the Allies; second, it is maintaining Russia in her position of complete isolation from the rest of the world; and, third, it has produced the announcement, published recently in the American official organ of Sovietism, that the Russian Soviet is conscripting the labor of the entire population above sixteen years of age. Further, the State Department of the United States says that the establishment of a ten and twelve hour day in Soviet Russia was announced by the Bolsheviki on February 19 last.

Hours of Work.

Hours of work must be governed by a country's necessity for production. The result of the experiment of establishing the national eight-hour day in France by law does not seem to have been satisfactory, according to an announcement made by the Minister of Commerce for France at Paris on April 11 last. In referring to the report of the commission which had been appointed to investigate the results of the establishment of the eight-hour day, the minister said that production in France had decreased in exact proportion to the reduction in the hours of labor.

It is being realized that there is no vague fund provided by supernatural means out of which wages, interest charges, operating costs and dividends are paid. These have a common origin, and that origin is production. The Province of British Columbia, for example, fifty years ago, did not promise any man a living or even a minimum wage or fixed hours of labor.

The Province of British Columbia said: "There is timber in the forests; there are fish in the rivers; there are valuable minerals in the mines; there is wealth in the land. If farmers, miners, fishermen, lumbermen, and manufacturers come here and take these natural resources, and out of them fashion something that will sell, and find some one who will buy it, they can have a living." That was the bargain the Province of British Columbia made with its settlers. These pioneers provided capital or borrowed it; they secured directing ability; and they worked as long and as hard as they could.

The result was that a portion of the great natural resources of British Columbia, over and above what was needed for her own population, was made saleable, and markets have been secured for it, and out of the proceeds of these sales wages have been paid, organizing and directing ability has been paid, and capital has been given a return. In other words, the production of British Columbia has been its sole source of wealth. It is against this iron fact that so many of the theories of social and political reorganization break to pieces. Improvement of the living conditions of those engaged in industry, and of other people as well, comes gradually, not by violence and revolution, but through the application of science, intellect, experiment and industry to the processes of production and distribution.

Group Government

The separation of elected representatives of the people into groups, which has been in existence in Europe for some years, shows signs of being introduced on this continent, where up to the present time the two-party system of government has operated. If a Parliament is made up of a group of farmers, another group representing labor, another group representing retail and wholesale trade, another group representing transportation, etc., it may be difficult to carry on government without considerable intrigue and friction. Under the old system of government, with all its faults, the members of a party were held together by a common belief in one principle or policy. Under the group system of government each group, according to experience, pursues very persistently those objects which are of peculiar interest to the group. There is also a constant shifting of alliances among the groups. It may be that the group system is the next logical development in government, and if so, it will be inevitable; but it seems reasonable to fear that if the respective groups forming the Government are actuated by entirely selfish motives, Parliament and Legislature may degenerate into a half dozen hostile, intriguing camps, and public business which should be conducted with the national point of view and for the national welfare, will be impeded.

It is an historical fact that no one class or group can long maintain privileges that are secured at the expense of other classes, because the injured classes finally combine to limit such privileges. We do not want warring groups in Canada,

but rather a union of all groups to advance the interests of our common country.

The Cost of Living.

The high cost of living, which oppresses us all, is not a local condition in Canada—it is world-wide—the inevitable result of a great war—and is caused partly by scarcity of materials and the immense demand of Europe for everything we produce. Another cause is the great inflation of currency which is largely a credit expansion necessitated by government borrowing. A further cause is extravagant living, for it is obvious that if every family in Canada increases its luxuries and comforts, the scarcity of material will also be increased, and the price of commodities will rise in consequence. It has been stated in some quarters that manufacturers favor high prices. This is not true for a very good reason. Manufacturers are the heaviest buyers.

During a period of high prices materials are scarce, dear and difficult to secure. Wages are enormously increased owing to the increased cost of living. This adds to the risk of manufacturing operations. Moreover, when prices are unduly high, the purchasing power of the public is decreased, which results in a decrease in the manufacturer's output. People will not build, for example, after prices reach too high a point. In a country, such as Canada which is of great area and of a relatively small population, a manufacturer especially desires output because the most satisfactory results are secured from a large turnover at a price that will induce the public to buy freely. An increased production of all materials from farm, factory, mine and forest, is the greatest need of Canada to-day, and will do more than anything else to lower the high cost of living.

Export and Import Trade

The following statistics from the returns of the Department of Trade and Commerce indicate our position in regard to export and import trade:

	Year Ending March 31st.		
	1918.	1919.	1920.
Imports	$962,543,746	$916,429,335	$1,064,516,177
Exports	1,586,169,792	1,268,765,285	1,286,658,709
Total trade.	$2,548,713,538	$2,185,194,620	$2,351,174,886

Summarizing the above our extraordinary war trade figures appear to have been fairly well sustained. It must be remembered, however, that these statistics are in the terms of values, and values are represented in dollars. As the purchasing power of the dollar has been steadily diminished there has been a greater decrease in the volume of our trade than the above figures indicate. If we had statistics to show tonnage or other terms denoting quantity they would give a much more accurate picture of the situation.

However, with this reservation in mind, our trade figures for the past year can be viewed with considerable satisfaction.

The Dominion's Debt.

The net debt of Canada, after deducting inactive and non-productive assets, is $2,273,305,436, a great sum, it is true, but not serious if balanced against the industry of our people, and our national wealth, which was estimated in December, 1919, by the Dominion statistician at sixteen billion dollars.

It is desirable for us to curtail as much as possible the imports of those goods that can be made in Canada. The purchase of materials made at home is not in the interests of producers only, but benefits all classes who share in the proceeds of the sale directly or indirectly. The quality of Canadian products in many respects, stands very high, but efforts should be made to improve still further the quality of all classes of goods and to keep the prices at as low a level as possible so as to encourage the sale of our own goods to our own people.

Taxation

Taxation is not a popular subject, certainly not with manufacturers, who are the heaviest taxpayers. Manufacturers pay the bulk of customs tariff duties. They pay business taxes, excise taxes on materials, stamp taxes, taxes on insurance, taxes on goods sold to them, income taxes, corporation taxes, and, in addition, the ordinary taxes paid by the consumer; but we must face the fact that Canada has been through a great war which has cost enormous sums of money, and our increased taxes are for the purpose of helping to pay the cost of the war.

The Government must have revenue, and it is much better to struggle with the difficult problem of securing it by current taxation than to adopt the easier and more dangerous method of unnecessary borrowing. Sir Henry Drayton, Minister of Finance, is to be commended for defining in his budget speech the policy that Canada must stop borrowing and must pay as she goes. The best way to secure relief is to increase production. If our country is prosperous the citizens can pay the taxes, but if the country is poor and non-productive taxes will become an intolerable burden. This point should be remembered: Taxes may be heavy although we won the war; but what would these taxes have been if we had lost the war?

In spite of our great national debt and increased burden of taxation and other domestic problems, Canadians in comparison with other peoples are surely not in any dangerous position. Does any Canadian really doubt the future of this country? There will be periods of prosperity and periods of hard times, but with our resources, our industries, our fertile agricultural lands, the character of our population, is it not certain that the progress of Canada in the future, as in the past, will be steadily onward.

Tariff Increases.

Since the conclusion of the war there has been a very general increase in the protective tariffs of nearly all the industrial countries of the world, because these countries, particularly those that were engaged in the war, were anxious to provide employment for their own population. The tariff of the United States has not been altered. In Canada, the 7½ per cent. war tariff has been entirely removed. The position of this Association in regard to the Canadian customs tariff was clearly defined at the last annual meeting, where a resolution was passed advocating a revision of the tariff and the establishment of a permanent tariff board of experts who would act in an advisory capacity to the Government.

I do not see any reason why this resolution should not be reaffirmed at this meeting. The objects of the fiscal system of Canada should be to diminish, as far as possible, the buying of goods from other countries, which can be produced here; to facilitate the importation of raw materials which cannot be produced at home; to export our own materials in the shape of the finished products; and to make Canada as self-contained as possible by developing and encouraging activities which will give occupation to our citizens. The Association last year also went strongly on record in favor of tariff preferences among the various countries constituting the British Empire. The war strengthened the ties which bind the Empire together, and we believe these ties would be



The Manufacturers Party and Members of the Alberta

In this group picture will be seen several notable figures. From left to right in the front row will be Edmonton; Mayor Brown, Medicine Hat; T. P. Howard, Montreal; Premier Stewart,

further strengthened by the extension of Imperial preferential tariffs.

Position of Great Britain

Canadians note with great thankfulness the amazing recovery of Great Britain from the war. During the war Great Britain bore the brunt of the conflict by land and sea, and in the money markets of the world. There were some who prophesied that the strain had been so great that she could not recover, yet the Hon. Austen Chamberlain, Chancellor of the Exchequer, speaking in the House of Commons on April 19 on the budget, described the present position of Great Britain as "One of unexampled and unequalled strength." As citizens of a British country, we rejoice to see the mighty power of the Mother Country reviving.

Transportation

Since our last annual meeting the Dominion Government has added to its railway systems by the purchase of the Grand Trunk Railway. The people of Canada will not be so much concerned with alleged principles underlying ownership of railways as they will be with results. They want service at the lowest cost, consistent with quality of service. The standard of railway service furnished by the Canadian Pacific Railway in the past and at present to the people of Canada is a tribute to the efficiency of private management, and should be maintained.

The success of the Government's experiment cannot be estimated at the present time, and it will succeed or fail according to the quality and cost of the service supplied, and to the extent to which Government management is divorced from political interference. From the last report of the Minister of Marine, it would appear that the new Canadian merchant marine has made a good beginning and has proved a great assistance to Canadian trade. We are all vitally concerned in the transportation problem. Transportation should be cheap as well as efficient because transportation charges form a very considerable part of the cost of living.

Public Ownership.

During the year there has been some extension of the principle which is commonly known as public ownership. Again here we should not yield to the temptation to argue over abstract principles. The application of the principle of public ownership is, after all, entirely a matter of degree. There must always be public ownership in the sense that the Government must control certain services, and this has been admitted for centuries. No one, for example, would advocate placing the army or navy under private ownership and management. The post office should be under Government management. As in similar cases, the real question is: "Where shall the line be drawn?"

Some people advocate that all transportation systems should be owned and operated by the Government. A great many people argue that water power should be owned and controlled by the Government. A few people even advocate that all factories should be owned and operated by the Government. Other progressives contend that all land, including farms, should become Government property, should be divided into areas, and that over each area a Government inspector should have full control and that all farmers should become Government employees on salary. Similar proposals are advocated in regard to publishing, banking, insurance and wholesale and retail trade.

If Government ownership and control is carried to the extreme lengths which are advocated by some people it logically means that private property will disappear and, to some extent, that personal freedom will disappear, and that the entire population will become civil servants on the national payroll, to be promoted, transferred, pensioned or dismissed according to the pleasure of the Government in power. One naturally wonders in contemplating this tremendous scheme, who would make the appointments, who would decide the type of works that would be done by each individual, who would fix his pay and decide his hours of labor, and what would be the incentive of the individual, to put forth his best efforts?

I believe that moderate-thinking men do not condemn or approve public ownership or private ownership as such. On the other hand, they are inclined to say:

Let us have public ownership where it can be demonstrated that it is more satisfactory to all classes than private ownership.

It has been the practice of British people to go very slowly from precedent to precedent, and only to accept what appears to have reasonable chance of succeeding; and in regard to this question of public ownership we should do well to be guided by this practice.

Agricultural Features.

We are all hoping to see a good wheat crop this year in Canada. In 1918 the average yield was only ten bushels; in 1919 eleven bushels, while the average for ten years ending 1919 was 17.27 bushels per acre. We are getting into the fortunate position, however, that we are not so badly affected



Industrial Development Association at Edmonton

noted Brig.-Gen. Macdonald, Medicine Hat; J. E. Walsh, Toronto; A. W. Thomas, Toronto; Mayor Clarke, Edmonton; S. R. Parsons, Toronto; S. J. B. Rolland, Montreal; George Brigden, Toronto

as formerly by a poor wheat crop, owing to the great growth of fruit growing, stock raising, dairying and other agricultural activities.

The value of the occupied farm lands of Canada averages about $52 per acre, as against $40 before the war, an increase of 30 per cent. The annual value of field products, according to the last census statistics was about one and one-half billions. There are 730,000 farms under cultivation in Canada and to show that the Maritime Provinces, Ontario and Quebec have large agricultural interests, it is only necessary to point out that two-thirds of these farms are situated in these provinces, while one-third are located in the Provinces of Manitoba, Saskatchewan, Alberta and British Columbia. The size of the farms, however, in Western Canada is much greater than in Eastern Canada, but the same general rule maintains—one farm supports one family.

Manufacturers are glad to see that the assets of the chartered banks have passed the three billion mark, which it is worth noting, is the last reported annual value of the manufactured goods of this country. Manufacturers and farmers have to depend to a great extent on banks for loans to develop their industries, and if the banks are strong, they can give the necessary as instance to productive enterprises.

Immigration

Our high year in immigration was 1915, when, in round numbers, about half a million people came to Canada. Immigration fell off naturally during the war, but there are abundant signs that the tide is once more turning towards Canada. Last year, the immigration was about one-quarter of that in 1913, but this spring every boat entering a Canadian port is loaded with settlers. It is most desirable that we should have increased immigration. We need more people to increase our food production; to increase the home market, and to help us pay our taxes. But we want immigrants of a desirable type, for whom occupations are available in Canada, and who will assimilate with the population of this country, and also we want people who have British ideas and are content to live under the British form of Government, and not under some imaginary form which they and their friends have conceived.

Comes of Age.

It is interesting to note that the Association really becomes of age this year. Although it was founded in 1872, from that year until 1899, it was provincial in character until it was reorganized on a national basis in 1899.

In 1899, the Association had about 300 members. The staff consisted of three, a secretary, a bookkeeper and a stenographer. The Association now has a salaried staff of forty-seven, and maintains in addition to the head office at Toronto, divisional offices at Amherst, N.S., Montreal, Quebec, Winnipeg, Man., and Vancouver, B.C., and furnishes services from seven technical departments, each provided with experts.

The membership of the Association has grown from 300 in 1899 to 4,061 at present.

In conclusion may I appeal for the continued and increased support of the membership of the Association during the coming year. It is a branch of their business. While part of its work is necessarily defensive, it is most desirable that its most important functions should be constructive in character and designed to assist in promoting the welfare and prosperity of the entire country.

In regard to myself, I beg to thank the members, and especially those on the various committees, for the kind and effective assistance they have given me during the year that I have been privileged to act as president.

Appreciation of Address

Following the reading of the President's annual address, a vote of thanks to Mr. Howard was moved by Mr. S. R. Parsons, Toronto, seconded by Mr. J. R. Shaw, Woodstock. Mr. Parsons said in part: "Mr. President, I think that magnificent address ought not to be passed over without commendation on the part of the members who are here assembled this afternoon. It appears to me it is one of the sanest and best presidential addresses that has ever been delivered. It is based on common sense and sound experience, and, gentlemen, we find that when we go outside of our experience and the experience of the past, and we lend ourselves to theories of all sorts, we get into trouble. The world is full of theorists to-day. Canada is full of theorists. We have them in the pulpit, we have them in our college halls, we have them among the ranks of the farmers, we have them among the ranks of labor, we have them among the ranks of other classes, and it is quite possible we have one or two among the ranks of the manufacturers. (Laughter.)

"I believe that this splendid address of the President's, and for which I am sure he will receive our heartiest commendation and our thanks and congratulations to the fullest possible extent, as I say, is based on common sense and sound experience, as our life insurance men say. The things that are unstable need to be criticized in these days, and there is no greater stabilizing influence throughout the whole of Canada than the Canadian Manufacturers Association, and I

believe, gentlemen, the time has come when we must not be afraid to take our part in national life by bringing everything to the national standpoint. We must stand together for the things we know will mean honesty, sincerity, success, and all that is worth while not only to us as manufacturers, for we have no selfish ends in view, but the entire people and the entire interests of the country we all love to the fullest possible extent."

Appreciation of Mr. Howard's Work

MR. J. R. SHAW (Woodstock): I have very great pleasure in seconding Mr. Parson's motion. When we elected you, sir, as our President a year ago we knew well that we were electing a man among men, and that in our new President we would have an officer of whom we could all be proud. I, as an active member of the Canadian Manufacturers Association, sometimes think that the rank and file of our Association do not properly appreciate the vast amount of work that falls upon the executive officers of the Association; not only work, but the time and expense that these officers give to the Association work. Our membership is numerous, as stated, 4,061. So great is the membership and so widely distributed is the membership that of necessity our work must mainly be carried on by committees, the Executive Council, and the Executive Committee. The member of the Association who is actively at work in Association work does appreciate what is being done by the Association, but those members who merely pay their fees, never attend any of the meetings, and are consequently never elected to office, are deriving advantages from that membership which I repeat again I do not think they adequately appreciate.

"It has been my experience again and again to meet manufacturers who are members of the Association, but who know so little about the work of the Association that they are not taking advantage of the benefits that can be realized from the Association. Our various departments are officered by men of the very first rank. As business men we know that you cannot get service without paying for it, and by paying fair salaries we attract to our service men of ability, capacity and industry. Those of us who are merely manufacturers and members of committees and what not, know that were we not backed by this extremely able and efficient staff that the work would not be carried on in the efficient manner in which it is. (Hear, hear.) At the same time, sir, all successful businesses must be headed by captains of great capacity, and in you, sir, during the past year we have had such a captain.

"When you were asked to leave your own business, sir, and go to Washington to work for the country, the Government made no mistake in its selection—(applause)—and we were all proud of you, sir, as our President, and proud of the work that you were able to do for our common country.

"You will, of course, in the order of affairs, lay down your duties of office at this, our annual meeting, and the work will have to be taken up by your successor. We, however, will never forget your kindness and the genial and fair manner in which you have presided over the destinies of the Association during this very trying reconstruction year. It has been a trying year, and it has been trying and hard work for you, sir. We beg to thank you, and in seconding the motion I want to add to Mr. Parsons' resolution, and say that we members of the Association thank you from the bottom of our hearts for the great work that you have done during the past year, and our only hope is that in the years to come we may have Presidents that will prove even half as good as Tom Howard." (Applause.)

Words of appreciation were also expressed by Mr. Thomas Roden, Toronto, and Mr. H. G. Wright, Hamilton, after which the Vice-President, Mr. J. S. McKinnon, put the motion, which was carried with applause.

Name of Division Changed

Amendment to By-laws Changes Name of Pacific to British Columbia Division

Hereafter the Pacific Division of the Association will be known as the British Columbia Division. This change was the only alteration in the by-laws authorized at the annual meeting. The amendment was moved by Mr. Edwin Tomlin, and seconded by Mr. J. H. Macdonald. It was carried without opposition.

From Our Gallery of Excursion Snap Shots



La Bonne Entente

Mr. and Mrs. S. J. B. Rolland, of Montreal, who were honored representatives of the French-Canadian membership



Presidential

A happy picture of a happy couple,—Mr. John S. McKinnon, the new President, and Mrs. McKinnon



Transportation

Messrs. Brown of the C.M.A. and Price of the C.P.R. who looked carefully after the transportation end of the excursion

General Work of the Year is Reviewed

Important Matters That Come Under the Jurisdiction of the Executive Committee are Outlined—Progress of Made-in-Canada Campaign —A Year of Very Widespread Activity in Many Lines is Disclosed

Report of the Executive Committee

DURING the year your Committee had to deal with the problem of financing a rapidly expanding organization; and in such cases experience proves that there is a tendency for expenditures to be greater than receipts. Six hundred and sixty-two new members have joined the Association since the last annual meeting, and it was necessary to give them the services of the Association. Moreover, the decision at the last annual meeting to administer the Association through five divisions required additional expense. Your Committee acted on the assumption that it was the chief duty to provide necessary service. The Association was created to provide service, and only by furnishing service to its members can it remain in existence.

Receipts and Expenditures

The total revenue of the Association for the year amounted to $122,320.85; the cost of operation was $127,099.31; leaving a deficit of $4,778.46. Of the total revenue 43 per cent. was spent on Divisions and Branches, the remaining 57 per cent. on maintaining the special and technical services of the head office.

Industrial Canada

A 25 per cent. increase in printing costs in the early part of the year endangered the usual financial surplus from INDUSTRIAL CANADA, but, in spite of this heavy handicap, the Publishing Committee is able to report a surplus for the year of $8,166.37, as compared with $8,996.62 for the previous year. The editorial features of INDUSTRIAL CANADA have also been improved and enlarged so as to inform the members of the Association's work, and also to provide special articles dealing with industrial problems.

Canadian Trade Index

The *Canadian Trade Index* was published by the Association in March, last. Three features were added in this edition which will be of great convenience to the users of the book; a continuous alphabetical list giving the correct name and address of every manufacturer appearing in the classified section, together with the various lines, branches, export representatives, trade marks, brands, cable addresses and codes of the firms where this information has been available; a French Index of headings with corresponding English headings which appear in classified order in the classified section; and a limited edition with the Spanish Index similarly treated.

Furthermore, over two thousand new headings have been added, many of them descriptive of goods not previously made in Canada. The names of the firms appearing in the Index for the first time number between two and three thousand, making a total of about nine thousand five hundred.

The circulation of the 1920 edition has been greatly enlarged, and will reach over eight thousand five hundred copies. In Canada, besides being supplied to the members of the Canadian Manufacturers Association, it has been placed in the possession of architects, engineers, purchasing agents, boards of trade, industrial commissioners, and Government officials. All Canadian Trade Commissioners abroad have been supplied with copies, and it will be in the hands of banks, officials, trade organizations and British consuls throughout the world.

In spite of the increased cost of publication, increased free circulation and enlarging the size of the *Canadian Trade Index*, your Committee are able to report a small surplus of $166.89, after paying compilation, publishing and distributing costs amounting to $27,447.24.

Made-in-Canada Campaign

INDUSTRIAL CANADA accepts no advertising other than that of Canadian manufacturers. It is, therefore, probably the most sincere exponent of the "Made-in-Canada" doctrine. The *Canadian Trade Index* by listing Canadian manufacturers and their products presents the only complete and official record of manufactures produced in this country. During the past year the Association carried on an extensive "Made-in-Canada" campaign. The co-operation of public bodies and other organizations was solicited, and in most cases secured. A special circular was issued to engineers and architects asking them to specify Canadian material in Canadian contracts; and, conversely, our members were asked to employ Canadian engineers and architects when such a course was possible. Representations were also made to the Government and the various Legislatures urging them to purchase "Made-in-Canada" goods for all Government requirements, and pointing out that such a course was especially desirable in view of the adverse exchange. Various women's organizations have passed resolutions advocating the purchase by women of goods produced in their own country. Exhibitions of "Made-in-Canada" goods were promoted at home and abroad. It is gratifying to report that labor papers gave strong support to the campaign, and advised the purchase of goods made by Canadian workers. Your Committee also desire to express thanks to the press for their efficient co-operation in the campaign.

Federation of British Industries

On recommendation of your Committee the Association has become affiliated with the British Federation of Industries, an organization of British manufacturers in the United Kingdom which corresponds to our own. By this arrangement the British Federation of Industries does certain work for our Association in the United Kingdom, and in return we do certain work for them in Canada. The British Federation of Industries is the largest and most completely organized Association of manufacturers in the world. It has over 17,000 members, who are very carefully classified into groups and sections. There is little doubt that the remarkable recovery of Britain's trade is due largely to the splendid organization and work of the British Federation of Industries.

London, England, Representative

At the last annual meeting a suggestion was made and referred to your Committee that the Association should appoint a representative in London, England. While your Committee concede the desirability of such action, nothing was done owing to the lack of funds.

Resolutions of Last Annual Meeting

The resolutions passed at the last annual meeting were issued in pamphlet form, and distributed widely. A special deputation of manufacturers visited Ottawa on August 5th, 1919, and presented these resolutions to the Prime Minister and other members of the Cabinet. At this meeting special reference was made to the resolution asking for the creation of a Permanent Tariff Board, and to that advocating the extension of Imperial preferential tariffs.

The Alberta Industrial Development Association

The Alberta Industrial Development Association, an organization of the business men of the Province of Alberta, has done considerable work in bringing to the attention of the public the resources of that Province. A congress was held in Alberta last August, and at the request of the Alberta Industrial Development Association the members of the Canadian Manufacturers Association were circularized, asking them to attend. Owing to various circumstances only a small number of members were able to accept the invitation, which was regrettable, in view of the fact that a great number of the important industries of the United States were represented. This year we were able to co-operate to a greater extent with this Association, and have attended their meetings in Medicine Hat, Lethbridge, Calgary and Edmonton en route to the annual general meeting.

Exhibitions

The Trade Sections Department of the Association made a special study of exhibitions last year in the hope of increasing the sale of Canadian-made goods at home and abroad. Reports were made and furnished the membership at large on the following exhibitions:

(*a*) The British Industries Fairs, to be held in London, Birmingham, and Glasgow in 1920.
(*b*) A national exhibition to be held in Pretoria, South Africa, in March and April, 1920.
(*c*) A sample Fair to be held in Brussels, Belgium, in April, 1920.
(*d*) A Canadian exhibition to be held in Agricultural Hall, London, England, 1921.
(*e*) British Empire exhibition to be held in London, England, 1921.
(*f*) A permanent exhibition to be held in London, England, 1921.
(*g*) A floating exhibition to be sent to South American ports.

As for Canadian exhibitions, information was furnished to our members in regard to well-established and familiar exhibitions, and particular attention was drawn to the annual circuit of exhibitions held in the Prairie provinces at the following points: Calgary, Edmonton, Saskatoon, Regina and Brandon.

Trade Commission to China and Japan

An official suggestion was made to your Committee that a Commission, consisting of one representative from each of the Boards of Trade of Vancouver, Winnipeg, Hamilton, Montreal and Toronto, and one representative from the Canadian Manufacturers Association, should visit China and Japan for the purpose of securing information as to the possibility of increasing trade between Canada and those countries. Negotiations were opened with the Boards of Trade mentioned but little support was secured for the proposal, with the result that your Committee have deferred action until some future time, when possibly more interest may be taken in the proposal.

Tour—Maritime Provinces

A meeting of the Executive Council, which was attended by many of the members of Council from western points, was held in St. John, N.B. on October 1st of last year. After the Council meeting a number of members of Council and officials of the Association visited every industrial centre in the Maritime provinces, and attended meetings which had been specially arranged at these points. The result of this tour was very satisfactory from every standpoint, furnishing the opportunity for personal contact with the members in the Maritime provinces and also for adjusting a number of difficulties for local members.

Imperial Press Conference

The Imperial Press Conference will be held this summer in Canada and will be attended by representatives of leading journals from all the countries of the British Empire. The Association is represented on the Organizing Committee, which will arrange their tour in Canada, and advantage has been taken of the opportunity to place before them information and statistics concerning Canadian industry.

Fuel Supply

Your Committee have given considerable attention during the past year to the grave insecurity of the present fuel situation, especially in Central Canada, which is almost entirely dependent on the United States for hard and soft coal. The Committee have determined to discover whether it is possible or not to develop in Canada a supply of fuel of various kinds which will be adequate for the country's needs. A special committee has been appointed to study this problem, but its investigations are not yet completed.

"Made-in-Canada" Train in France

Your Committee considered a proposal forwarded by the Department of Trade and Commerce to arrange for a train loaded with "Made-in-France" goods to tour Canada, and also for a "Made-in-Canada" train to tour France. After securing the views of a number of our members, and also expert advice, it was decided to advise the Minister of Trade and Commerce that the Association approved and welcomed the suggestion that a "Made-in-France" train should tour Canada, but that the Association did not think it feasible to organize a "Made-in-Canada" train for France at the present time.

Postal Act and Newspapers

The attention of your Committee was drawn to a proposed amendment to the Postal Act increasing the rates of second-class postal matter, which includes all publications, and introducing the principle of the zone system, placing a higher postal rate on publications circulating beyond a three hundred mile radius. The increase proposed within a three hundred mile radius was from one-quarter cent to one cent per pound, or four hundred per cent.; and beyond the three-hundred-mile radius from one-quarter cent per pound to two cents per pound, or eight hundred per cent. increase. The Association, on the advice of your Committee, communicated with the Government saying that while it was evident that the Post Office must secure more revenue for carrying second-class matter, any increase in postal rates found necessary should be made on a gradual basis so as not to jeopardize the publishing industry. It was pointed out further that the introduction of the zone system tends to sectionalize publications, which is most undesirable in a sparsely settled country where national publications perform a real service by keeping various sections informed of events and opinions throughout the entire country.

Divisions

Your Committee believe that the action of the last annual general meeting in dividing the Association into five divisions for administrative purposes has been fully justified. By this

arrangement matters which are of interest only to the members resident in a division, are dealt with by the Divisional Executive Committee, and matters which concern the membership at large are referred to the head office.

Divisional organizations have been practically operating for some time in the Maritime provinces, the Prairie provinces and British Columbia; and during the past year the Ontario and Quebec divisions have been operating for some months.

Export Trade

Your Committee had a great deal to do with the Canadian Mission in London and the Canadian Trade Commission in Ottawa, and beg to record their very keen appreciation of the valuable work done by these organizations to increase the export trade of this country.

Under the chairmanship of Mr. Lloyd Harris, the Canadian Mission in London was instrumental in making very large sales of Canadian products in the United Kingdom and other European countries, being aided materially by various credits granted by the Dominion Government.

The Canadian Mission in London has now been replaced by the Overseas Branch of the Department of Trade and Commerce of Canada, under the direction of Mr. W. C. Noxon, who was the chief assistant for the Canadian Mission in London. The Overseas Branch will co-operate with the Canadian Trade Commissioners in Europe and with the High Commissioner in London. There will be this important difference, however. The Overseas Branch of the Department of Trade and Commerce will not make sales or purchases nor negotiate contracts for firms or individuals, but will function largely as an information and publicity bureau for Canada.

It is gratifying to report that the goods marketed abroad for Canadian manufacturers during the existence of the Canadian Mission in London gave very general satisfaction, and, although hundreds of millions of dollars' worth were sold, this Association received only very few complaints. These complaints were promptly investigated in Canada, and in the majority of cases were without foundation.

Industrial Research

Your Committee regret that the Dominion Government has not yet seen fit to establish a bureau of standards. Other manufacturing countres have long established bureaus wherein processes and materials used in industry are studied by experts. Representations have been made at intervals to the Government advocating action on this subject, and representatives of the Association appeared before a special committee of the House of Commons in June, 1919, to give evidence in favor of the establishment of a bureau of industrial research.

The House of Commons re-appointed a Committee to study the question of scientific research in March of this year, and it is most important that some concrete results should be achieved in the near future.

Technical Education

This Association deserves most of the credit for whatever technical education is now provided in Canada. For many years the Association kept up a constant agitation for this particular type of education and was largely responsible for the Royal Commission on Technical Education, which toured America and Europe in 1909-10. The splendid technical schools which are now in existence throughout Canada are due in a great measure to the support and encouragement afforded by members of this Association. The Dominion Government is to be commended for passing the Technical Education Act, which provides the sum of $10,000,000 to be expended on technical education in graduating amounts beginning with $700,000 in 1920, increasing by $100,000 each year till 1924, and reaching $1,100,000 from 1924 till 1929. Allotments cannot exceed the amount spent on technical education by each province during the year. As technical education is a necessary factor for industrial development, it is most desirable that not only the best teachers and schools shall be provided, but also that an efficient research system shall be maintained to keep abreast of industrial progress in other countries.

General Work

In the above report your Committee have only touched upon a few of the more important matters dealt with during the past year. There is not sufficient time at an annual meeting to describe the less important matters and the great amount of detail work accomplished by your Committee, who are practically the Board of Directors for a business which extends all over the Dominion, and covers every subject concerning manufacturing. Those members who serve on divisional and branch committees realize how business local to the division accumulates between meetings. The work of the head office, during this year and last, has been unusually heavy, owing to the new problems caused by the readjustment of the country from war to peace activities. The records show that Council and the various committees and subcommittees held 277 meetings in the head office alone since this time last year. A large number of circulars were issued from the head office in connection with the regular departmental work. In an Association such as ours the technical services of the Association as well as a considerable part of the general work of the Association must be transmitted through the mails by circulars to our members, the majority of whom cannot secure such information by personal interviews. Consequently this is one of the most important features of the Association's work. The following list contains some of the circulars issued from the head office during the past year, and indicates the wide field covered by the departments:

Bill of Lading—Joint Rail and Ocean Form; New Service to Newfoundland; Rates on Iron and Steel Articles; Export Trade—General and Special; S.S. Service to Antwerp; Questionnaire— re industries; Alberta Industrial Development Association; Bankruptcy Act; Coal Shortage; National Industrial Conference; S.S. Service—Canada to South America (West Coast); S.S. Service—Canada to South America (East Coast); Company Licensing Cases; Free Commercial Reports (Foreign); Dominion Fire Prevention Association; Victory Loan, 1919; Revision of the Canadian Customs Tariff; Canadian Atlantic Ports to Scandinavian Ports; Delays to L.C.L. Shipments; United States Government Tax on Freight Charges; Safety—Industrial and General; Canadian Industries Exhibition; Coal and Coke Shortage; "Made-in-Canada" Campaign; Shortage of Power; Group Life Insurance; Closer Trade Relations with the West Indies; "Blue Sky" Laws; Statistics Act, 1918 Census of Industry; Workmen's Compensation Act; Combines and Fair Prices Act; Business Profits War Tax Act; Exhibitions—Home and Abroad; Weighing of Freight Traffic; Treaty of Peace—collection of debts.

The Association has so many vital matters in hand at the present time, and others are coming up to be dealt with, that your Committee believe that next year will be a most important one in the history of our organization and therefore urge members to give the Executive Council and all committees their encouragement and support. All of which is respectfully submitted.

T. P. HOWARD, *President.*

In reading the report, the General Secretary explained that it had been printed about a week or ten days before the financial report which had been revised in some cases by the auditors.

The motion to adopt the report was moved by the president, seconded by Mr. J. S. McKinnon, the vice-president, and there being no discussion, the motion was put to the meeting and carried.

The Financial Affairs of the Association

Deficit of $4,611 Reported for the Last Fiscal Year—Offset by Surplus of $8,686 Earned by INDUSTRIAL CANADA—Association's Investments Remain Intact With Higher Amortized Value

The Treasurer's Statement

IN calling upon the General Manager to read the Treasurer's Report for 1919-1920, the President said, "I would like to say one word with regard to the Treasurer's report which Mr. Walsh is going to read. Unfortunately, Mr. John F. Ellis, our treasurer, through ill-health, has not been able to attend the convention nor will he be able to again accept office. Mr. Ellis is one of our past presidents and one of, if not, the oldest member in the organization. He joined the Canadian Manufacturers Association in 1878, the year of the famous National Policy, and has been a constant attendant and hard worker and one of the best and finest types of Canadians that has ever been in our Association. (Applause.) In the absence of Mr. Ellis, I will ask Mr. Walsh to read his report.

The General Manager, Mr. J. E. Walsh, then presented and read the financial statement as follows:—

Toronto, May 19, 1920.

The President and Members,
Canadian Manufacturers' Association, Inc.,
Toronto.

Gentlemen,

We have audited the books and accounts of the Association for the year ending 30th April, 1920, and attached hereto please find Balance Sheet, Revenue Account, etc., duly certified to by us. We have verified the Cash and Bank Balances and have examined the Investments, as shown in Schedule E.

Yours faithfully,

WILTON C. EDDIS & SONS.

BALANCE SHEET, 30TH APRIL, 1920.

30th April, 1919.				30th April, 1920.
	LIABILITIES.			
$6,632 20	Accounts payable, Schedule C	$5,365 62		
	Accounts payable—Trade Index	22,932 28		
			$28,297 90	
33,539 58	Fees paid in advance	$56,627 82		
674 43	Buyers' Guide and subscriptions to INDUSTRIAL CANADA, paid in advance	731 57		
			57,359 39	
	Revenue Account:			
45,168 47	30th April, 1919. By balance	$45,168 47		
	30th April, 1920. To deficit for year	4,611 57		
			40,556 90	
$86,014 68				$126,214 19
	ASSETS.			
$9,681 68	Cash on hand and in bank, Schedule D	$22,984 28		
53,700 49	Investments, Schedule E	53,771 86		
974 77	Interest accrued on above	966 77		
$64,356 94				$77,722 91
	Accounts receivable, INDUSTRIAL CANADA	$13,489 20		
	Less reserve for bad debts	1,000 00		
10,105 83		$12,489 20		
	Accounts receivable, Trade Index	23,003 90		
3,687 82	Sundry debtors, Schedule F	3,024 02		
308 75	Members' fees, accrued and due	763 32		
			39,280 44	
	Prepaid expenses, rent		710 84	
7,555 34	Furniture and fittings		8,500 00	
$86,014 68				$126,214 19

Audited and found correct.

WILTON C. EDDIS & SONS,
Chartered Accountants.

REVENUE ACCOUNT.

For Year Ending 30th April, 1920.

To Expenses, Schedule A	$123,226 89	
" Depreciation, furniture	1,001 31	
" National Industrial Conference	2,871 11	
By Membership fees		$110,607 19
" Interest		3,027 29
" INDUSTRIAL CANADA, Schedule B		8,686 37
" Trade Index, 1919		166 89
" Deficit for year carried to Balance Sheet		4,611 57
	$127,099 31	$127,099 31

SCHEDULE A.

EXPENSES.

For Year Ending 30th April, 1920.

Annual Meeting		$874 20
Certificates		99 08
Divisions and Branches—		
British Columbia Division	$7,330 79	
Maritime Provinces Division	4,861 69	
Ontario Division	4,140 21	
Prairie Provinces Division	8,586 60	
Quebec Division	8,713 23	
Hamilton Branch	699 81	
Ottawa Office	14,066 33	
		48,398 66

Departments—		
Commercial Intelligence		7,004 22
Tariff		12,200 55
Transportation		13,974 72
Trade Sections		3,361 92
Exchange		89 09
General Expenses, exclusive of Departments, Divisions and Branches—		
Postage	$1,825 21	
Printing and stationery	3,213 18	
Rent and light	1,659 92	
Salaries	23,104 84	
Telegraph and telephone	682 84	
Travelling	2,063 34	
		32,549 33
Sundries		2,170 30
Translations		Cr. 262 18
General Council Fees		2,767 00
		$123,226 89

SCHEDULE B.

INDUSTRIAL CANADA.

Statement Showing Income and Expenditure for Year Ending 30th April, 1920.

INCOME.

Advertising, display	$57,477 35
Advertising, Buyers' Guide	1,196 58
Sale of copies	335 33
	$59,009 26

EXPENDITURE.

Electros	$744 37
Special literary matter	385 50
Postage and distribution	1,592 39
Printing and stationery	31,332 38
Rent and light	1,100 04
Salaries	15,095 24
Telegraph and telephone	76 46
Travelling	176 50
Sundries	214 68
Bad debts	125 33
	$50,842 89
Profit for year	8,166 37
	$59,009 26
By profit for year brought down	$8,166 37
" 1917 and 1918, provisions for Income Tax reversed	520 00
By balance carried to Revenue Account	$8,686 37

SCHEDULE C.

ACCOUNTS PAYABLE.

Ryerson Press	$2,666 07
Oldfield, Kirby & Gardiner	75 00
Travelling expense	50 00
Bell Telephone	22 70
C.P.R. Telegraph	58 89
G.N.W. Telegraph	53 93
Expense, Prairie Provinces	151 57
" British Columbia	205 50
Toronto Branch Contingent Account	1,756 37
INDUSTRIAL CANADA, received in advance	167 68
Scholarship Fund	25 00
Sundries	132 91
	$5,365 62

SCHEDULE D.

CASH ON HAND AND IN BANK.

Cash—	
Toronto	$225 00
Montreal	200 00
Winnipeg	200 00
Vancouver	225 00
Ottawa	200 00
Advances for travelling expenses	800 00
Royal Bank	21,134 28
	$22,984 28

SCHEDULE F.

SUNDRY DEBTORS.

Shoe Manufacturers' Association of Canada	$357 37
Ontario Shoe Manufacturers' Association	22 23
Canadian Pulp & Paper Association	2,428 16
$2,133.43 repaid May 6th, 1920.	
Tanners' Association	22 37
Willis Faber & Co., rent	98 16
" " " telegraph	1 29
Translations, accounts receivable	92 94
Commercial Reports, accounts receivable	1 50
	$3,024 02

Report is Adopted

MR. J. O. THORN (Winnipeg): "In moving the adoption of the financial statement, I desire to say that Mr. John F. Ellis, our treasurer, has been a tower of strength to our Association and has looked after our interests in every possible way and we exceedingly regret that owing to ill-health he is unable to be with us. I have very great pleasure in moving the adoption of the financial statement."

MR. J. R. SHAW (Woodstock): "I have pleasure in seconding the motion."

There being no discussion, the motion to adopt the financial statement was then put and carried.

SCHEDULE E.

INVESTMENTS.

Due Date.		Rate of Interest.	Yield.	Par Value.	Amortized Value.
1 July, 1944	City of Toronto, £1,000	3½%	4.25%	$4,866 67	$4,314 33
1 Sept., 1920	City of Hamilton	4%	4.22%	4,000 00	3,996 05
1 Jan., 1941	City of Stratford	4½%	4.25%	10,000 00	10,325 08
30 June, 1942	Riordon Pulp & Paper	6%	6.1%	5,000 00	4,958 84
1 July, 1948	City of Toronto, £1,300	4%	4.75%	6,236 66	5,589 71
1 Oct., 1932	City of Brandon	5%	5.1%	10,000 00	9,908 32
1 July, 1925	City of Toronto	4½%	5.4%	5,000 00	4,801 48
1 Dec., 1927	Dominion of Canada War Loan	5½%	5.8%	10,000 00	9,878 05
				$55,103 33	$53,771 86

Labor Matters to the Fore During the Year

More Attention Being Given by the Association to the Subject of Industrial Relations—A Review of the More Important Happenings of the Year, Including the Labor Conferences at Ottawa and Washington

Report of Industrial Relations Committee

As the Industrial Relations Committee was only created at the last General Meeting, this is the first report on the work of this department of the Association.

Origin of the Committee

The department of the Association was created and a committee appointed to supervise it, because the Executive Council felt that the present and future relations between employers and employees in the various lines of industries should be made a subject of the most careful study and investigation, in order to secure the best co-operation among all those engaged in manufacturing.

Although this subject had been dealt with by the Association in a general way from time to time during previous years, the necessity for special study was clearly indicated when the labor sub-committee of the Reconstruction and Development Committee, appointed by the House of Commons, passed a resolution on March 19, 1919, recommending the appointment of a commission to make an exhaustive inquiry on Industrial Relations. Following this recommendation, the Privy Council on April 4, 1919, appointed the Royal Commission on Industrial Relations, under the chairmanship of the Hon. Chief Justice Mathers. This commission commenced its inquiry at Victoria, B.C., April 26th, 1919, and completed its tour in Ottawa, June 12th, of the same year. Between these dates the Commission held 70 sessions in 28 industrial centres, extending from Victoria, B.C., to Sydney, N.S., and took evidence from 486 witnesses.

This Commission consisted of the chairman, two representatives of the public, two representatives of employers, and two representatives of labor. Among other recommendations of this Commission was one suggesting that a National Industrial Conference be convened in Ottawa at an early date. Acting on this recommendation, the Minister of Labor called the "National Industrial Conference" in Ottawa during the week of September 15th-20th. The work of the Industrial Relations Committee in preparation for the National Industrial Conference commenced in the head office of the Association at a general meeting of the Committee on July 30th of last year, and continued until the opening of the Conference. Thirty-eight delegates were appointed by the Association to represent the following industries:

Shipbuilding.
Packing.
Woollens.
Lumber and Timber.
Chemicals and allied products.
Pulp and Paper.
Steel and Iron.
Garment Making.
Printing, Publishing and Bookbinding.
Glass and stone products.
Vehicles.
Milling.
Food Products.
Cottons.
Rubber.
Tobacco.
Oils, Paints and Varnishes, and
Miscellaneous.

There were present at the Conference representatives of the Dominion Government and the Provincial Government, an equal number of delegates representing the interests of employers and employees in all branches of industries, and a third group which appeared on behalf of the public.

The employers' and employees' group together numbered 176. The third group numbered 34, and, in addition to manufacturing, employers were represented in the following industries:—

Lumbering.
Fishing.
Railways and Telegraphs.
Building and Construction.
Wholesale and Retail Trade.
Mining.
Banking.

After various subjects on the agenda had been debated, committees were appointed by the Conference to bring in resolutions on the following subjects:—

1. Industrial disputes legislation and other labor laws.
2. Hours of labor.
3. Minimum wages legislation.
4. Employees' right to organize, the recognition of labor unions, and the employees' right to collective bargaining.
5. The proposed establishment of joint industrial councils.
6. State insurance against unemployment, sickness, invalidity and old age.
7. Proportional representation.
8. Other features of the report of the Royal Commission on Industrial Relations.
9. Consideration of any other proposals which may be introduced bearing on the relations of employers and employees.

At the conclusion of the Conference, the following resolutions were submitted by the above mentioned committees, and dealt with in the manner indicated:—

Industrial Labor Laws

That the advantage of uniformity in the laws relating to the welfare of those engaged in industrial work in the several provinces of the Dominion of Canada be brought to the attention of the Government of Canada and of the governments of the several provinces, respectively; and, that this National Industrial Conference suggests the following as a means towards the end desired, namely:

The appointment of a board composed as follows:—

1. As respects the Dominion:

(*a*) A representative of the Government.
(*b*) A representative of the employers.
(*c*) A representative of the employees.

2. As respects each of the Provinces:

(*a*) A representative of the Government.
(*b*) A representative of the employers.
(*c*) A representative of the employees.

And that the Dominion Government be requested to ask the Government of each of the provinces to select or have selected representatives in respect of the provinces as above set forth.

This resolution was adopted unanimously by the Conference.

Proportional Representation

Believing that there are defects in the system of Electoral Representation in Canada, which defects are stated by the Royal Commission on Industrial Relations to be a con-

tributory cause of social and political unrest, this Conference welcomes the declaration of the Prime Minister on behalf of the Government that a Speaker's Conference will be called to investigate the merits of the Proportional System, and urges that such action be taken without delay.

This resolution was adopted unanimously by the Conference.

Joint Industrial Councils

Your Committee is of the opinion that there is urgent necessity for greater co-operation between employer and employees. We believe that this co-operation can be furthered by the establishment of Joint Industrial Councils. Your Committee does not believe that it is wise or expedient to recommend any set plan for such Councils.

We, therefore, recommend that a bureau should be established by the Department of Labor of the Federal Government to gather data and furnish information whenever requested by employers and employees or organizations of employers or employees, and that whenever it is desired to voluntarily establish such councils, the fullest assistance should be given by the bureau.

This resolution was adopted unanimously by the Conference.

State Insurance Against Unemployment, Sickness, Invalidity and Old Age

This Committee unanimously endorses the recommendations of the Royal Commission on Industrial Relations that a Board or Boards be appointed to inquire into the subjects of State Insurance against unemployment, sickness, invalidity and old age.

For the effective carrying out of the above this Committee recommends:—

1st. That such Board or Boards shall be representative of the interests participating in this Conference, viz., the Government, the public, the employer and the employee, and shall include a representative of the women of Canada.

2nd. That in order to collect necessary data, the Government shall forthwith attach to the proper branches of the Labor or other departments concerned experienced investigators, who shall do the necessary research work, and furnish to the Board at the earliest opportunity the results of their investigations.

3rd. That the Government shall set a time limit for the receipt of the report and recommendations as to the advisability of enacting legislation.

4th. While this Committee has been appointed to consider only the questions of state insurance against unemployment, sickness, invalidity and old age; it respectfully recommends that the subject of "widows' pensions" be added.

This resolution was adopted unanimously by the Conference.

Minimum Wage Laws

Whereas it is considered expedient that minimum rates of wage should be fixed throughout Canada for women and children, whether employed at a time rate or according to any other method of remuneration;

Whereas minimum wage laws for women and children have been enacted in five and are now in operation in four of the provinces;

Therefore, be it resolved that this Industrial Conference recommend to the Governments of all those provinces, which have not adopted minimum wage laws for women and children, the speedy investigation of the necessity for such laws and if so found, the enactment of such legislation.

It is further recommended that the various provinces throughout the Dominion adopt a uniform law and method of application, but that in all cases the minimum of wages for women and children is to be determined from time to time, due regard being given to the local living conditions.

It is the opinon of this Conference that the Dominion Government should appoint a Royal Commission, composed equally of representatives of labor, employers, and the public, to investigate wages to unskilled workers, and issue a report.

Representation has been made to the Committee that the remuneration paid female school teachers in one of the larger provinces of the Dominion is so low as to discourage the employment of the talent necessary to the proper education of its citizens. Your Committee recommends that the various Provincial Governments be asked to investigate such conditions in the respective provinces, to the end that the children of all provinces of the Dominion have equal educational opportunities.

This resolution was adopted unanimously by the Conference.

Miscellaneous Resolutions Reported By Committee No. 9.

Land Speculation and Housing.—That this Conference, recognizing that much industrial unrest, economic loss and social suffering has resulted from land speculation, poor and insufficient housing, and high rents, heartily commends the action of the Dominion and Provincial Governments and their united efforts to improve housing conditions, and to provide facilities for the proper and satisfactory housing of our people, and recommends increased co-operation of, and investigation by, the Dominion and Provincial Governments to find a satisfactory solution of the problem.

Equal Opportunities in Education.—That this Conference endorses the recommendation of the Royal Commission on Industrial Relations, as to the necessity of the extension of equal opportunities in education; and, in view of bringing about this reform;

That the Government of each province in Canada be asked to establish compulsory education for full time at least up to and including the fourteenth year, and for part time in cities and towns for the two ensuing years; and

That in all provinces, education in all grades should be made free, so that the child of the poorest paid worker be given the opportunity of reaching the highest educational institutions.

Freedom of Speech and the Press.—That we unanimously endorse paragraph 70 of the report of the Royal Commission, as follows:

(70) The restrictions placed upon the freedom of speech and the liberty of the press, and the denial of the right to read such literature as any portion of the public demanded, was given as one of the principal causes of the present industrial unrest. We have no comment to make upon the policy of the Government in this respect. During the war it was necessary, in the interests of the whole country and of the Empire, that individual liberty should in many directions be restrained, but we believe that restrictions should not be imposed upon either the freedom of speech or the freedom of the press, unless such restrictions are urgently demanded in the interests of the peace of the whole community. We recognize that no person has a right to do anything that is liable to incite the people to commit unlawful acts. A line must be drawn between liberty and license, but care must be taken to avoid creating the impression that the restraints imposed upon the freedom of speech or the liberty of the press, are intended to prevent criticism of legislative or Governmental action.

Employment and Unemployment.—First. That, in the opinion of this Conference adequate provision by public works or otherwise, should be made by the Federal, Provincial and Municipal Governments in connection with all interests represented at this Conference to avert any serious unemployment crisis which might occur during the ensuing eight months;

Second. That the various interests represented at this Conference adhere strictly to the employment policy agreed

upon by the Provincial Governments, which aims at the centralization of labor supply and demand in one agency.

Third. That provision be made for immediate and continuous survey of available and prospective employment, and for adequate employment machinery to direct unemployed workers to employment available.

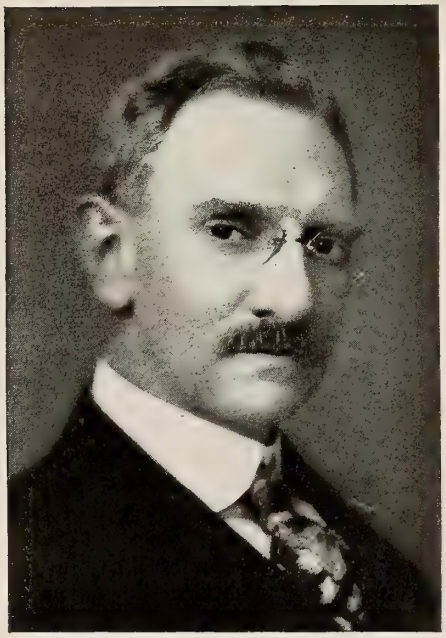
All the resolutions submitted by Committee No. 9 were adopted unanimously by the Conference.

Subjects on which no Agreement was Reached

On the following three subjects of the agenda no agreement was reached, and the resolutions submitted by the various parties were simply recorded in the proceedings of the Conference.

1. Hours of Labor.—(*a*) The following resolution was returned by the delegates of employers:

Resolved that appropriate Government Commission, composed of an equal representation of employers and employees



C. H. Carlisle
Goodyear Tire & Rubber Co., Ltd., Toronto
Chairman, 1919-20 Industrial Relations Committee
Re-elected Chairman, 1920-21

of the various industrial, producing and distributing industries, should be appointed to undertake investigations as to the adaptability of the hours of labor principles of the Peace Treaty to the different industries of the country, and to report as early as possible.

(*b*) The following resolution was returned by the delegates of employees:

That we agree with the recommendations and findings of the Royal Commission on Industrial Relations, and urge the adoption of an eight-hour day by-law throughout the Dominion, with due regard and recognition of the Saturday half-holiday where same prevails, and, if possible, extension.

In industries subjected to seasonal and climatic conditions, such as farming, fishing and logging, if it can be established by investigation that the operation of such a law is impracticable, then exemption shall be granted such industries from the operation of the law.

(*c*) The following resolution was returned by delegates representing the third party:

We approve of the principle regarding employment and hours of labor set forth in the Treaty of Peace, and in paragraphs 50 to 53, inclusive, of the Report of the Royal Commission, and would recommend that the Governments of Canada enact legislation providing for such in all industries where it is now established by agreement, at the earliest opportunity, and, after due investigation by a commission, composed of representatives of employers and employees, representing the various industries, legislation be enacted by the Governments of Canada providing for the same to be extended in all industries where it can be applied, having due regard to the curtailment of production and distribution.

Right of employees to organize; Recognition of labor unions; Collective bargaining.

This was the second subject of disagreement:

(*a*) The following resolution was returned by the representatives of the employers:

(*a*) Employers admit the right of employees to join any lawful organization.

(*b*) Employers should not be required to recognize unions or to establish "closed shops." Employers insist on the right, when so desired, to maintain their plants as "open shops," by which they mean that no employer should discriminate against any employee because of the latter's membership or non-membership in any organization, and no employee should interfere with any other employee because of the latter's membership or non-membership in any organization.

(*c*) Employers should not be required to negotiate, except directly with their own employees or groups of their own employees.

(*b*) The following resolution was returned by the delegates representing the employees:

Your Joint Committee, to whom was referred item No. 4 of the revised agenda, viz.:

Consideration of:
(*a*) Employees' right to organize;
(*b*) Recognition of labor unions, and
(*c*) The right to collective bargaining;

respectfully submit the following report, with recommendations, for your favorable consideration:

(1) With a view to effecting and maintaining harmonious relations between employers and employees, this Conference declares the following principles and policies, and urges their adoption by all employers relative to their respective employees:

(*a*) The right of employees to organize.
(*b*) The recognition of labor unions.
(*c*) The right of employees to collective bargaining.

(2) In these recommendations, without changing the generality of their terms:

(*a*) The right of employees to organize means the right of employees to organize or form themselves into associations for lawful purposes.

(*b*) The recognition of labor unions means the right of employees, or their duly accredited representative or representatives, to recognition of their employer or employers, for the purpose of mutually arranging rules and regulations governing wages and working conditions.

(*c*) "The right of employees to collective bargaining" means the negotiation of agreements between employers or groups of employers and employees or groups of employees, through the representative or representatives chosen by the respective parties themselves.

Entering into agreements and bargaining collectively with an association or union of employees does not mean recognition of the "closed shop" unless the agreement so provides.

(*d*) "Employer" or "employers," as used in clauses 1 and 2 means any employer or employers of any industry, and of Federal, Provincial and Municipal Governments.

(3) That the Federal and Provincial Governments be urged to enact legislation applicable to industries within their respective jurisdiction, to make it unlawful for any employer who shall discharge or refuse to employ, or in any manner discriminate against employees merely by reason of membership in labor unions, or for legitimate labor union activities outside of working hours.

Government Employees

The third subject of disagreement was the recommendation of the Royal Commission on Industrial Relations that

the findings of the Commission be put into effect on all work controlled by the Government when the principles of democratic management can be applied.

(a) The following resolution was returned by the delegates representing the employers:

That the undersigned members of your Committee beg leave to report that the matter referred to them does not, in their judgment, come within their province, but that it is entirely a question between the Government and their employees concerned.

(b) The following resolution was returned by the delegates representing the employees:

We concur in the recommendations of the Royal Commission on Industrial Relations that the findings of the Commission should be put into effect in all works controlled by all Government bodies where the principle of democratic management can be applied.

We further recommend that employees of all Government bodies should be entitled to the right of appeal under the Industrial Disputes Act, so long as that Act remains upon the Statute of Canada.

We further recommend that the wages and working conditions of employees of Governments should not be less favorable than those which now exist for similar workers in the employment of private individuals or corporations.

(c) The following resolution was returned by the representatives of the third group:

The representatives of the third group on this Committee believe that in so far as the findings of this Conference approve, and such findings are to the benefit of the public weal, that the suggestions of the Royal Commission should be put into effect in all departments and works controlled by the Government of this country.

A copy of the complete report of the National Industrial Conference was sent to all members of this Association.

In accordance with the recommendation in the first resolution, a committee was convened at Ottawa on April 26th, 1920, by the Minister of Labor, for the purpose of trying to co-ordinate the labor laws of Canada. This committee, after sitting a week, has adjourned to meet again in September. A summary of the work done appears in the report of the Legislation Committee.

The Conference was held in the Senate Chambers, Ottawa; Parliamentary procedure was followed throughout; the discussion was moderate and reasonable in tone; much valuable information on the subjects at issue was published; and the general result of the Conference was that it tended to steady the industrial situation and to make all classes in the country realize that their common interests lay in the promotion of the national welfare.

International Labor Conference, Washington

The Association was asked by the Minister of Labor to nominate a representative of the employers of Canada and five advisers to attend the first International Labor Conference provided by the Peace Treaty, which was held in Washington, D.C., during the month beginning October 29th, 1919. The Association nominated Mr. S. R. Parsons, past President of the Association, and five advisers, who attended the Conference, with instructions to be guided by the position taken by the employers of Canada at the National Industrial Conference held in Ottawa, September, 1919. The items on the agenda at the Conference were as follows:—

1. Application of the principle of the eight-hour day or forty-eight hour week.
2. Question of preventing or providing against unemployment.
3. Women's employment:
(a) Before and after childbirth, including the question of maternity benefit.
(b) During the night.
(c) In unhealthy processes.
4. Employment of children:
(a) Minimum age of employment.
(b) During the night.
(c) In unhealthy processes.
5. The extension and application of the International Convention, adopted at Berne in 1906, for the prohibition of the use of white phosphorus in the manufacture of matches.

Two representatives of the Government, one representative of the employers, and one representative of the employees, attended the Conference from the following countries: Argentine Republic, Belgium, Canada, Czecho-Slovakia, Denmark, Finland, France, Great Britain, Greece, India, Italy, Japan, Netherlands, Norway, Panama, Peru, Poland, Portugal, Serbe-Croate-Slovens, South Africa, Spain, Sweden, Switzerland, Jugo-Slavia.

The Governments only were represented from Bolivia, Brazil, Chile, China, Colombia, Ecuador, Guatemala, Haiti, Nicaragua, Paraguay, Persia, Salvador, Siam, Uruguay, Santo Domingo, Venezuela.

The Government and employers only were represented from Cuba.

The United States was not represented in any way.

The proposal submitted to the Conference for an 8-hour day and a 48-hour week provide these hours of work in all industrial establishments, but not in commerce or agriculture, nor for transport by sea nor inland waterways. The provisions did not apply to persons holding positions of supervision or management, nor persons employed in a confidential capacity. Hours might be exceeded in case of accident—actual or threatened—or in case of work to be done to machinery or plants. Where, by the nature of the work it must be carried on continuously by a succession of shifts, hours might be lengthened up to, but not exceeding, 56 in the week on the average. Pay for overtime shall not be less than one and one-quarter times the regular rate.

Mr. Parsons, representing the employers of Canada, strongly opposed the establishment of the 8-hour day or 48-hour week by international law, in a speech which made a profound impression on the Conference, the main points of which are summarized as follows:—

"1. While in many industries the eight-hour day is already in operation, especially in the building trades and in manufacturing, where the work is laborious, yet the general application of the shorter working day would, according to actual experience, greatly lessen total production.

"2. At the present time, when the Government of the country is calling upon manufacturers to increase their output and exports in order to meet heavy national obligations, nothing should be done which would tend to hinder them in their efforts.

"3. Only by increased production can the cost of living be reduced to all classes. To ignore this fundamental truth is to blind our eyes to actual facts.

"4. While having regard to world-wide interests, it must be remembered that Canada is a young and undeveloped country. To attempt to put her upon the same footing as old world countries, with entirely different conditions, is like placing a young and vigorous giant on the same footing as a man advanced in life. We should have the opportunity of living our own life and managing our own affairs to suit our circumstances. If we can achieve more than others as a nation it is surely not only our privilege but our duty to do so. Why should our national life and development be dwarfed? Compulsory reduction of hours militates against the establishment of new and small industries, and if the workman is to be hampered in his effort to rise, a serious blow is struck at the national life of a young and rapidly developing country.

"5. An attempt was made in the eight-hour day committee of this Conference to include in the draft convention all purely commercial undertakings, such as wholesale and retail stores, banks, etc. This proposition did not carry a majority in favor of it, but will be considered again at a later conference. It has also been announced that agriculture has already been included in the programme of some countries proposing to come under this legislation. Evidently what is aimed at ultimately is an attempt to drive

all the workers of the world like a flock of sheep into the eight-hour pen, regardless of the world's requirements. It is not suggested for a moment that the general acceptance of the eight-hour day will settle permanently our social and industrial problems, including hours of work.

"6. Under the proposed legislation Governments will be called upon to deal with economic questions to a much greater extent than ever before. It is quite conceivable that influences are likely to be brought to bear upon politicians from one direction or another in connection with such legislation and the administration thereof which would not make for national soundness or prosperity. There is much truth in the statement 'that government is best which governs least.'

"7. Employers of Canada, representing all employing classes, at a national industrial conference in the City of Ottawa in September last, considered this question and agreed unanimously in a resolution calling upon the Government to appoint a commission on which employers and employees should be represented, to study the possible application of the eight-hour day to all branches of industry. If it can be demonstrated, after such study, that the eight-hour day is sound economically as applied to Canada, and in the interest of all classes, including the workers, I feel safe in saying that the manufacturers—and I believe also the employers generally—will be glad to co-operate in bringing it into being. Meantime, I have no option but to oppose the legislation as per draft convention before this conference.

"8. It is generally recognized that unless the United States accepts similar legislation, it would be placing an unfair burden upon Canadian employers, and the country at large, to be bound by the terms of the proposed convention."

The final vote on the eight-hour day resolution was: For, 82; Against, 2 (employers' delegates from Canada and Norway).

Each state ratifying the above convention regarding the hours of work agrees to bring provisions into operation not later than July 1st, 1921. Relaxation as to length of hours as to particular industries, as to the date of application, are made in the case of Japan, British India, Greece and Roumania. The convention does not apply to China, Persia, and Siam, which will be considered at a later conference.

The Draft Convention concerning Unemployment, the provisions of which the states ratifying same agree to bring into operation not later than July 1st, 1921, provides:

1. For the prompt and systematic despatch of statistical information to the International Labor Office by each state ratifying the Convention.
2. The establishment of free public employment agencies, with committees including representatives of employers and workers to advise regarding the manner in which same shall be operated.
3. States which have established systems of Unemployment Insurance shall, upon terms agreed upon between the members concerned, make arrangements whereby workers belonging to one state and working in the territory of another shall be admitted to the same rate of benefits of insurance as those obtained for the workers belonging to the other state.

The states ratifying the "Draft Convention Concerning the Employment of Women Before and After Childbirth" agree to bring its provisions into force not later than July 1st, 1922. The convention applies to industrial or commercial undertakings, except those in which only members of the same family are employed. Employers in industrial undertakings are required to keep registers of all persons under the age of 16 years employed by them, showing dates of birth.

The states ratifying the "Draft Convention Respecting Night Work of Young Persons Employed in Industry" agree to bring the provisions of the Convention into force not later than July 1st, 1922. It provides that young persons under 18 years of age shall not be employed during the night in any industrial undertaking other than one in which only members of the same family are employed, with the exception that those over the age of 16 only may be employed on work which, by reason of the nature of the process, is required to be carried on continuously day and night, in the following industries:

(*a*) Manufacture of Iron and Steel.
(*b*) Glass Work.
(*c*) Manufacture of Paper.
(*d*) Manufacture of Raw Sugar.
(*e*) Gold Refining Reduction Work.

The term "night" signifies a period of at least eleven consecutive hours, including the interval between 10 o'clock in the evening and 5 o'clock in the morning. Provision for the relaxation of the restrictions regarding young persons between the ages of 16 and 18 is made in the case of emergency, and there are also special provisions covering lignite mines, the baking industry, and work in tropical countries.

In addition to the Draft Conventions, the following recommendations were made by the International Labor Conference to the states signatories to the Peace Treaty.

1. That measures be taken to prohibit the establishment of employment agencies which charge fees, and, where such already exist, to permit their operation under Government license only, and that all practical measures be taken to abolish such fee-charging agencies as soon as possible.
2. That the recruiting of bodies of workers in one country, with a view to their employment in another, should be permitted only by mutual agreement and after consultation with employers and workers in each country concerned.
3. That an effective system of unemployment insurance, operated either by the Government direct or through Government subventions, be established.
4. That the execution of all work undertaken by public authority be co-ordinated, with a view to reserving such work as far as possible for periods of unemployment.
5. That reciprocity of treatment, as to the benefit of laws and regulations for the protection of workers and to the right of lawful organization, shall apply to foreign workers the same as to native workers.
6. That arrangements should be made for the disinfection of wool infected with anthrax spores, either in the country exporting such wool, or, if that is not practicable, at the port of entry of the country importing such wool.
7. That, in view of the danger involved to the function of maternity and to the physical development of children, women and young persons under the age of 18 years be excluded from employment in certain lead and zinc processes, and that the employment of women and young persons under 18 in certain other allied lead industries, be permitted only under certain enumerated and well-defined restrictions.
8. That each state, which has not already done so, should establish, as soon as possible, not only a system of efficient factory inspection, but also, in addition thereto, a Government service especially charged with the duty of safeguarding the health of the workers, and which will keep in touch with the International Labor Office.
9. That each state that has not already done so should adhere to the International Convention adopted at Berne in 1906, on the Prohibition of the Use of White Phosphorus in the Manufacture of Matches.

Of the outstanding subjects brought up at the Conference, which did not materialize into either draft conventions or recommendations, the following are worthy of special note, in view of the extraordinary and unreasonable suggestions contained in them.

1. Abolition of private ownership of land.
2. International regulation of distribution of raw material.
3. International regulation of ocean freight rates.
4. The recommendation to all governments of the necessity of adopting suitable legislation in order to establish universal compulsory labor in keeping with individual aptitudes, and within the limitations required by a proper regard for health and human life.
5. In the Committee of Unemplomeent a determined effort was made to submit a draft convention, providing that, up to the age of 18 years, young workers of both sexes would be required by law to receive a compulsory, professional, complementary, or technical, education of at least 200 hours.

From Our Gallery of Excursion Snap Shots



The 2nd Vice-President Goes Riding

Accompanied by Mrs. Shaw and Mrs. Morrison, Mr. John R. Shaw sets out for a trip up the mountains



Excursionists at Lake Louise

In the background, the frozen surface of the Lake; in the foreground, several C.M.A. notabilities

per year, time devoted to such courses to be allowed to such workers off their regular hours, without any decrease in pay therefor. This proposal was vigorously opposed by the employers' group, who compromised on a recommendation to the various states that measures be taken to provide facilities for technical education to all desiring to avail themselves of such. After the compromise recommendation was approved, the sponsors for a draft convention of more extended form, asked that the subject be allowed to drop, and that it should not be brought before the Conference. The subject was, therefore, not brought before the Conference and does not appear in the proceedings.

The length to which certain representatives at the International Labor Conference are prepared to go in the matter of international legislation is indicated by the following subjects which were introduced at various times, but on which no action was taken at this Conference:

1. Introducing of a legal system of exemption from attachment of workmen's wages.
2. Prohibition of the use of the militia in labor conflicts or strikes.
3. Absolution of trade organizations from all responsibility for acts of individuals belonging to such organizations.
4. Legal recognition of trade unions as the only bodies with which to deal on all questions regarding skilled workers.
5. Application of 8-Hour Day to Agriculture.
6. Appointment in each country of a representative of the International Labor Office, to keep in touch with trade unions, and see that the decisions of the International Labor Conference are efficiently carried out.
7. Establishment of pensions for the aged and incapacitated.
8. The reduction of hours below that decided upon by the 1919 International Labor Conference.
9. Provision for a regular annual vacation for all employees.
10. Prohibition of the use of white lead in house-painting operations.
11. Prohibition of the use of mercury in felt hat making.

No action has been taken yet by the Dominion Government towards putting into effect in Canada any resolutions passed at the International Labor Conference.

General Work of the Industrial Relations Committee

Your Committee have made an arrangement with the National Industrial Conference Board of Boston, Mass., to secure the right to republish certain reports obtained by the National Industrial Conference Board at great labor and expense. An example of this kind of report was a special survey made by experts of the Board of the industrial councils existing in the various plants in the United States. A summary of this report was published in INDUSTRIAL CANADA.

Your Committee also beg to report that a considerable number of factories in Canada have established industrial councils. The simplest form, and that which apparently finds the most favor, is a joint committee, consisting of representatives of the management and the employees. This committee is usually divided into sub-committees, which study such subjects as wages, production, hours of labor, conditions of the plant, and suggestions to improve processes of manufacture. Your Committee believe that, in so far as such councils awaken the interests of employees and make them feel that the prosperity of the individual plant adds to their own welfare, they are to be commended.

Your Committee have also secured and circulated such documents as the statements of principles of the United States' employers, Labor Platform of Australian employers, and other documents of a similar nature.

Organization and Work of the Department

Your Committee believe that the Industrial Relations Department can best function by pursuing the type of work outlined in this report. They do not feel that it is the province of this department to interfere in any way with local strikes or disputes. A report, embodying the views of the Committee on these points, has been approved by the Executive Council.

Labor Conditions

Your Committee are convinced that the radical and unreasonable elements of labor have lost a great deal of ground during the past year, and are being discarded by the moderate elements, who realize that they and the employers are mutually concerned in the productive organization of the country, and that their interests can best be served by consultation and co-operation rather than by disagreements and strikes.

All of which is respectfully submitted.

C. H. CARLISLE, *Chairman.*

J. T. STIRRETT, *Secretary.*

J. E. WALSH, *General Manager.*

Report is Adopted

The motion to adopt the report of the Industrial Relations Committee, which was read, in part only, by the General Secretary, was moved by Mr. J. O. Thorn, Winnipeg, and seconded by Mr. H. G. Wright, Hamilton.

MR. J. R. SHAW (Woodstock): "Mr. President, of course this report will be unanimously adopted, but the portions of the report that have been skipped by the Secretary, because they had been previously published, deal in the main with the work that was performed by Mr. Parsons for us at Washington. The thanks of this Association should be extended to Mr. Parsons for going to Washington, and so ably representing us at this great international conference. I only rise for the puprose of calling the attention of those members who may not have been familiar with the situation to this fact. At the international conference at Washington which followed the national conference at Ottawa Mr. Parsons was the representative of the Association, and our nominee. He was appointed by the Government, and was there officially as the representative of Canada. Still, at the same time he was our nominee, and he went there to represent us, and he did it most effectively, and with great credit to the Canadian Manufacturers' Association."

MR. G. W. MCLAUGHLIN (Oshawa): "Mr. Chairman, I would like to add my appreciation. I am very much in accord with the sentiment expressed by the previous speaker, Mr. Shaw, of Woodstock. During those very serious days I followed the events as they transpired at Ottawa, as a Canadian citizen as well as a manufacturer, and I am sure I was highly gratified at the very exalted position, the high moral tone and the breadth of view that was manifested by Mr. Parsons in connection with that very important matter. It seems to me that his handling of it placed it upon a very high stand, and we as members of this Association are under a very considerable debt of gratitude to him for the way in which he dealt with the entire situation, and also to the other members who have made up this report of the Industrial Relations Committee. It has been one of the very important matters that has come before the Association during the past year, and I think we are all very highly pleased with the way in which the different representatives of this Association conducted themselves throughout those entire negotiations, and as a member of the Association, I am in very hearty accord with the remarks made by Mr. Shaw."

Tribute to B.C. Delegates

MR. J. S. MCKINNON (Toronto): "Mr. President, will you permit me to say a few words. The two previous speakers have referred to the splendid work done by Mr. Parsons at Washington. Would you allow me to draw your attention and the attention of the Convention to page one of the report, and to the National Industrial Conference at Ottawa. I would like to bear testimony to the work done by the representatives for British Columbia and the City of Vancouver at the industrial conference held in Ottawa during last September." (Applause.)

The motion was put to the meeting and carried.

THE PRESIDENT: "It was my pleasure, gentlemen, at one of our meetings held in Toronto to acknowledge Mr. Parsons' services. We all felt that something should be done that he would not forget the service he had rendered to the Manufacturers Association. It took the form of an illuminated address which was presented to him, but I do think that this meeting, being in annual convention, should, while in convention, confirm what was done at the Council meeting. It has therefore been moved by Mr. Shaw, seconded by Mr. McLaughlin, that a vote of thanks be passed to Mr. Parsons. I ask your wishes. Those in favor?"

The motion was carried with applause.

THE PRESIDENT: "May I also express to Mr. Thomson our thanks for the work he did with us in Ottawa. I had, will I use the word, the pleasure of attending that Conference, and I can support the remarks Mr. McKinnon has made. To put it very plainly, Mr. Thomson worked like a horse, and a good many others did also."

MR. J. P. THOMPSON (Vancouver): "Mr. Chairman, on behalf of the other delegates who went to Ottawa, may I say that we went there to do our duty—our duty by British Columbia and by the Canadian Manufacturers Association as well as to the other side of the house, and we did it as we thought best in our words and actions."

Mr. Parsons Thanks the Meeting

MR. S. R. PARSONS (Toronto): "Mr. President and gentlemen: I am sure I am deeply grateful for the motion of appreciation which you have passed in regard to the services which to a limited extent, a very limited extent, I was able to perform in connection with the International Labor Conference in the City of Washington last fall. Very much might be said and very much of interest to the members of this Association, especially those who live in the West and who perhaps had not the opportunity of hearing the report which was presented when I returned from Washington. This is not the time, however, for making any extended remarks, and I would simply say to you this, that on a number of leading questions which came up, all the delegates to the Conference were united—matters which concerned the working of women and children, the bettering of the conditions of those who were employed in factories in the different countries of the world, and humanitarian projects, which, of course enlisted our sympathies to the fullest possible extent.

"We could not agree, however, upon the question as to which we disagreed at Ottawa, namely, the eight-hour day. Fortified as I was by the views of the employers at the National Conference at Ottawa, I had, of course, to object to the eight-hour day. Now I am sure, like other employers, I was misunderstood perhaps in regard to this. I may say that in my own plant we have the eight-hour day. We have also working conditions that are very satisfactory on account of the fact that we have in existence a co-operative committee dealing with wages, hours, and conditions of work. and all such matters; we have also a system of bonuses. But what we felt was this, that a universal eight-hour day, considered to-day in the light of the shortage of production the world over, was a thing which would be a calamity coming upon any country, and especially a new country like Canada that should not only produce to satisfy our own interests, but produce for all the world. Therefore I feel sure that in opposing this, as we did, that the employers of Canada generally of course were with us fully and completely.

"I would just like to say another thing, and that is that, while it appeared that we were hopelessly in the minority, as we were, in fighting against the eight-hour day, it should not be forgotten that the United States of America was not officially represented at that Conference; and we all know from the discussions that have taken place in the Senate of the United States that no matter what may be done there—and it is my own view that the United States will yet ratify the Treaty of Peace; I hope this will be the case, and if so there will be reservations which will mean that they are not tied; in fact they have refused absolutely in these reservations which have been brought forward to be tied in matters of immigration, of labor, of traffic in drugs, and all other domestic questions, so that I am persuaded that the United States will be with us in this matter of the eight-hour day. Therefore, while we seemed to be standing alone, we were standing for the United States as well as for Canada."

Insurance Committee's Work for the Year

A Review of Fire Losses for 1919—The Use of Automatic Sprinklers Increasing—Judge Masten's Report Considered—The Group Life Insurance Plan—Objections to the Taxation of Unlicensed Insurance Companies

Report of the Insurance Committee

AT the last Annual Meeting your Committee reported that available statistics showed Canada leading the world in fire waste.

Statistics furnished by *The Monetary Times*, Toronto, which has made a careful study of fire waste over a period of years, indicate that in 1918 fire cost Canada 241 lives and about $32,000,000, exclusive of the lives and property lost in forest fires.

In 1919 statistics compiled by the *Monetary Times* show a slight improvement so far as loss of life is concerned, and a decided improvement so far as the loss of property is concerned: 225 lives were lost and $23,000,000 worth of property was destroyed by fire in Canada, exclusive of forest fires.

In 1918 the fire loss of the United States for each person of the population was about $3 per year. For Canada it was nearly $4. For 1919 the United States loss is slightly less than $3, and that for Canada is $2.90. Taken together, United States and Canada still lead the world, and the contrast between the fire waste of the North American Continent and that of Europe is marked. The average annual fire loss of the leading countries of Europe before the war was between 30 and 35 cents per person per annum. Consequently the present fire waste of the North American Continent is about ten times that of the principal nations of Europe before the war. When the enormous loss of life and property through forest fires is added to this total, the total destruction is appalling.

Automatic Sprinklers

Your Committee are gratified to be able to report that the installation of automatic sprinklers is increasing, which your Committee thinks will have a greater effect than any other measure in reducing the loss of life and property through fire. Without going so far as to advocate compulsory installation of sprinklers, your Committee strongly recommend that everything possible be done through education to encourage their use.

During the year your Committee forwarded a suggestion to the Canadian Bankers' Association that banks should loan money as generously as possible to manufacturers for the purpose of installing sprinkler equipment. It was pointed out that such action would be to the benefit of the banks, since the value of the property would be actually increased, and the danger from fire would be reduced to a minimum. The President of the Bankers' Association issued a circular to all banks in Canada, commending our suggestion to the sympathetic consideration of all branch managers. Your Committee was consulted by the Department of Insurance of the Dominion Government in regard to its proposal to establish an inspection service in connection with the Dominion Fire Prevention Association. The Superintendent of Insurance pointed out that in 1918 insurace premiums exceeding $38,000,000 were paid by property-owners to fire insurance companies operating in Canada, which was a very heavy burden to bear. The Department is now sending engineers to survey properties, make recommendations and supply estimates, with a view to lessening the hazard of fire and consequently reducing the insurance rate. This service is offered, without cost, as part of the general campaign of the Government against fire waste, and places no obligation on property-owners taking advantage of it.

Judge Masten's Report on Insurance

Your Committee referred at length at the last Annual Meeting to the report made by the Hon. Mr. Justice Masten, who was commissioned by the previous Ontario Government to inquire into the insurance laws, other than life and marine insurance, of the Province of Ontario. It was reported at that time that his findings justified the representations made by this Association before the Commission. Since the last Annual Meeting the Association has asked the Government of the Province of Ontario to give effect to the findings of this report. In order that the Ontario Superintendent of Insurance may be given a free hand, the Government has decided not to bring down any legislation this year on Judge Masten's report, but the Superintendent has promised to give the representations of the Association, now in his hands, very careful consideration. Although Judge Masten's investigation was limited to the Province of Ontario, it was dealt with at length in the report of the last Annual Meeting, and is referred to again this year because there is no doubt that any law enacted as a result of the Commissioner's findings will influence the insurance legislation of other Provinces.

Your Committee strongly approve of the following recommendations made in the Commissioner's report:

(1) That there should be some form of control by the Province of all rate-making organization, with power to the Superintendent or a specially appointed tribunal to inquire, mediate and report in respect of charges against such rate-making organizations of unfairness or discrimination.

(2) That insurance companies should be required to keep records in such a way as to classify all business transacted so that the profit or loss on each class of risk may exercise an effect on the insurance rate of each class.

(3) That any attempt to interfere with the freedom of unlicensed competition is strongly deprecated, particularly in view of the large measure of control exercised by the Canadian Fire Underwriters' Association. Any tax imposed on the assured in respect of business placed with unlicensed companies would, to a great extent, nullify the advantage of such unlicensed competition.

(4) The appointment of a Board of business men and experts to co-operate with the Fire Marshal and make recommendations which may be given the force of law with respect to building regulations and fire prevention generally.

Group Life Insurance

Your Committee are pleased to report that final action has been taken in regard to group life insurance. Discussion on this subject was opened with the Government in a letter from the Insurance Department of the Association to the Government, dated September 19th, 1917, arising out of requests from several members for information.

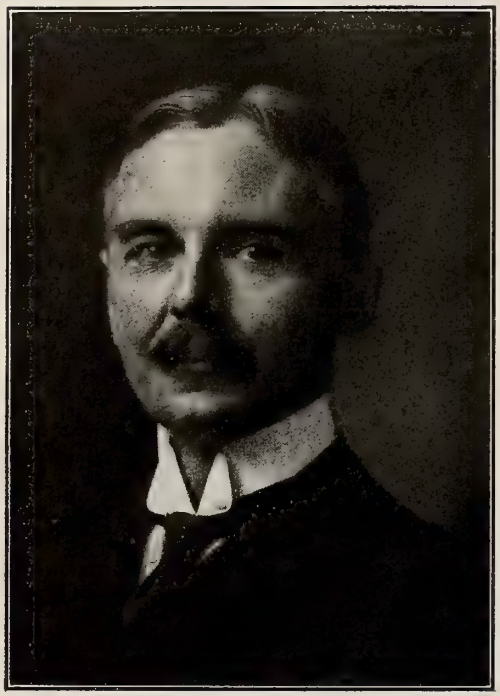
Your Committee continued to investigate the subject and to gather all possible information and statistics relating to it.

On April 24th, 1919, the following resolution of your Committee was approved by the Executive Council:

"That the Insurance Committee proceed to take the necessary steps to have the Insurance Act amended so as to provide more satisfactorily for the transaction of group life insurance in Canada."

In accordance with the above instructions received from Council, your Committee asked the Department of Insurance to provide the necessary facilities for the transaction of industrial group life insurance in Canada.

Your Committee beg to report that the various obstacles and objections to group life insurance have now been removed and that it is possible for life insurance companies



H. W. Fleury
J. Fleury's Sons, Aurora
Chairman, 1919-20, Insurance Committee

to insure groups of employees in this country without examination and at considerably lower rates than have been hitherto available.

Your Committee believe that the only form of insurance which is practicable on the group plan is the one-year renewable term insurance. All other forms are found to be too expensive to be borne by the employers alone. There is no equity under an annual term policy unless its renewal is maintained, which accounts for the low premiums charged. No medical examination is required of the employees, providing that a group of at least fifty is insured. The advantages of group life insurance have been proved in the United States to be very great. It has the effect of doing away with a great many labor troubles, discouraging strikes and generally improving the morale of the employees. An employer of labor can, to a large extent, dictate the terms of the contract. He may insure employees for the amount of their annual wages or for an arbitrary amount. A favorite plan in the United States is to start the insurance at, say, $500 per employee and increase the amount by annual increments, thus providing a reward for continuous service. It is usual not to insure any employee until he has been a certain length of time, say three or six months, in the manufacturer's employment. This has been found to do away to some extent with the problems of casual labor. The rates charged are extremely low, but, of course, increase each year with the age of the individual employees.

Group life insurance is scarcely yet out of the experimental stage. Some of our members who have tried it endorse it strongly; others are doubtful of its benefits, and a few condemn it. The Association has taken the position that, as a number of our members wanted this type of insurance, it should try to provide the facilities for its transaction.

Proposals to Tax Unlicensed Insurance

The Association, on the advice of your Committee, opposed any suggestions or proposals to place a tax on unlicensed insurance, either by the Dominion or Provincial Governments.

The imposition of such a tax would undoubtedly have the effect of eliminating that competition which has proved so beneficial to the interests of the Canadian policy-holders. The imposition of any tax whatever would seriously diminish the value of such competition, which is even now scarcely adequate to enable insurance buyers to obtain equitable rates and conditions.

The value of this competition can hardly be exaggerated It has not only been responsible for the maintenance of reasonable rates, but has been a most important factor in the reduction of Canada's appalling fire waste. It is only by practical encouragement that Canadian property-owners can be brought to eliminate as far as possible the hazards of fire. It would surely be unjust to deprive such property-owners as do adopt efficient fire protection methods of any part of the advantage derived from their care and expenditure.

The amount of revenue which would be derived from a tax on unlicensed insurance would be very small, indeed. It can certainly not be calculated on the volume of insurance now placed abroad, for the simple reason that, with the possible exception of the insurance placed with New England Mutual companies and reciprocal insurance exchanges, the tax would effectually prevent the transaction of insurance with companies not licensed. Still excepting the New England Mutual and reciprocal business, the average reduction from tariff rates obtained by placing insurance abroad cannot greatly exceed 15 per cent. In some cases, such as lumber yards, the reduction obtained from unlicensed Mutual companies is higher, but that is offset by the fact that large amounts of insurance on industrial plants are placed at a much smaller reduction, and, in some cases, the actual tariff rate is paid. Practically the only class of unlicensed insurance which would survive the tax would be that placed in the New England Mutuals, the rate on which is so low that very little revenue, indeed, would be produced. Assuming that insurance to the extent of $160,000,000 (about half the total unlicensed insurance) is placed with New England Mutual companies, a tax of 15 per cent. would yield a revenue of less than $25,000. As already stated, the great bulk of the balance of unlicensed insurance now in existence would be allowed to expire for lack of incentive to seek competition. The result of the tax would, therefore, be the destruction of unlicensed competition, without any adequate competition in the way of revenue. Licensed tariff companies already control eighty per cent. of the total insurance on property in Canada, so that any lessening of competition would result in a virtual monopoly. This would seriously

affect every policy-holder in Canada, since the very existence of the competition benefits alike those who take advantage of it and those who do not.

It is very strongly the opinion of this Association that insurance is not proper subject for taxation. Insurance is not in any sense a commodity. An insurance policy is a contract under which the insurer agrees to pay a financial indemnity in the event of certain conditions arising. The taxes paid by licensed insurance companies cannot be considered as a tax on insurance. Such taxes are very properly imposed for the privilege of carrying on a profitable business and hamper the insurance companies to no greater extent than the taxes paid by other business firms. A tax on unlicensed insurance, however, would be paid by the individual policy-holder. The banks are subject to taxation for the privilege of carrying on a profitable business. Would it not be as reasonable for them to seek legislation imposing a tax on all money borrowed from foreign countries? It must not be lost sight of that, while the transaction of insurance with unlicensed companies involves the sending of considerable sums of money out of Canada in premiums, a great deal returns through the payment of losses. Indeed, some unlicensed companies claim that the transaction of insurance in Canada during a period of years has resulted in a direct loss to themselves.

The Dominion Superintendent of Insurance stated emphatically that the tax in question had been suggested entirely with a view to revenue, and not as a measure of protection for licensed companies, and he added that he fully realized the value of the existence of competition. The great percentage of insurance transacted by the licensed companies proves, of course, that they are not in need of protection, and it is with pleasure that this Association notes the Superintendent's acquiescence in this view. The Association, therefore, need only repeat its earnest conviction that the harm done to the community as a whole through the imposition of a tax on persons taking advantage of the existing competition would very much more than offset the comparatively trifling revenue which such a tax would produce.

Insurance Department Services

Your Committee desire to point out that our Insurance Department, which is managed by Messrs. Willis, Faber & Co., Limited, a well-known firm of insurance brokers, gives varied services to our members in any part of Canada, including the examination of policies, suggestions as to contracts, confidential reports regarding the standing of insurance companies, and general advice on insurance. During the past year the Insurance Department has given service to members on 384 occasions, and has been consulted by about 300 members in all.

The following table shows the various kinds of service given by the Insurance Department and the number of times each kind of service was given:

Examination of policies and policy wordings	87
Rates	95
Automatic sprinkler equipment	18
Standing of companies	23
Inspection of service	63
Construction advice	38
Boiler inspection law	32
General	19
Group life insurance	9
Total	384

All of which is respectfully submitted.

H. W. FLEURY, *Chairman.* J. T. STIRRETT, *General Secretary.*
J. E. WALSH, *General Manager.*

Report is Adopted

In the absence of the chairman of the Insurance Committee, Mr. H. W. Fleury, the foregoing report was read by the general secretary. It was thereupon moved by Mr. Henry Bertram, Dundas, seconded by Mr. C. G. Robson, Edmonton, that the report be adopted. There being no discussion, the motion was put to the meeting and carried unanimously.



A Pacific Coast Lumber Mill

This is a view of the Fraser Mills of the Canadian Western Lumber Co. near New Westminster

Legislation Committee Covers Wide Field

Immense Amount of Legislation, Both Dominion and Provincial, Comes Under Consideration—Divisions Now Handling the Work Pertaining to the Provinces —Details of the Various Measures Introduced in the Legislatures This Year

Report of Legislation Committee

YOUR Legislation Committee has pleasure in submitting its report on the work of the Legal Department for the past year, in the hope that the results secured will prove beneficial.

FEDERAL

Company Licensing Cases

Upon the combined application of a number of Dominion Companies specially interested, His Majesty's Privy Council has granted leave to appeal in the three test cases which were instituted by the Association for the purpose of testing the validity of the company licensing laws of the Provinces of Saskatchewan, Manitoba and Ontario. The three cases have been ordered by their Lordships to be consolidated in one appeal, the effect of which will be to make the cases practically a reference on the whole subject of company licensing, so that it is likely a broad judgment will be obtained determining the questions arising not only on the particular Acts in question but also on the Acts of the other provinces.

In view of the appeal, naturally no serious attempt has been made in any of the provinces to enforce the licensing Acts as against Dominion Companies.

Should the final decision be unfavorable it is the intention of your Legislation Committee to take steps to arrange a conference of executive heads of the various Governments with a view to arrive at a working arrangement, having regard to an equitable division amongst the appropriate Government departments of the fees for incorporating and licensing companies. The vexed question of Dominion and Provincial incorporations might possibly be solved were the Dominion to pay over to the provinces interested the fees which are obtained by the incorporation of companies having head offices in those provinces.

Taxation

One of the problems with which your Committee has been concerned is the constant effort of the Provincial Governments to secure revenue from extra Provincial sources, not only in the case of Company licenses but also in stock transfer taxes, income taxes and other forms of imposts. It is considered good Provincial financing to make outsiders pay, partly of course, because they can offer no effective resistance. Thus Provinces undertake to tax Companies not only on the capital employed in the Province but on their paid-up, or even their authorized capital, regardless of the fact that a portion of it may be used outside the Province. The result of this is that the whole capital of a Company is subject to taxation many times over by different Provinces. It is obvious that such a tax incidence is not only unjust but produces untoward results from an economic standpoint. Incidentally, of course, the Provinces are confined to taxation "within the Province," and it is arguable that this means persons and property in the Province, and that a Province has no power to tax either persons or property outside the Province.

Sooner or later, there will have to be some allocation of, or reciprocity in, the exercise of the powers of taxation as amongst the different Provinces, and perhaps as amongst the different parts of the Empire. Your Committee are hopeful that with the settlement of the questions in the company cases, more progress may be made in the adjustment of the fiscal powers of the Provinces in other branches. This subject will receive the continued careful consideration of your Legislation Committee.

Bankruptcy Act

After discussion in the Canadian Parliament during two sessions and preliminary preparations extending over several years, a Federal Bankruptcy Act was passed in the 1919 session, which may be regarded as a factor in the readjustment incidental to the war. During the course of the Bill, our Legal Department, through our Ottawa office, kept in close touch with the Government and with other public bodies upon the subject, with a view to safeguarding the interests of manufacturers, and we are glad to state that we were able to introduce very important amendments which are incorporated in the Act and which will contribute to the greater protection of creditors, in line with the legislation of other countries.

Amongst these amendments we particularly urged the adoption of provisions for proper accounting by, and discharge of, trustees in bankruptcy, and procured the enactment of effective clauses providing that unclaimed dividends shall be deposited by the trustee with the Receiver-General of Canada, to be afterwards available to creditors entitled thereto, with accrued interest thereon.

The Act provides that a creditor or several creditors together, knowing a debtor to be insolvent and unable to collect his account, and having a claim of $500, may apply to the courts to have the debtor adjudged a bankrupt. The whole circumstances of the case will be passed upon by a judge of one of the courts which have been constituted by the Act, courts of bankruptcy to carry out the provisions of the Act. The court may dismiss the petition of the creditor, may stay the proceedings, or may grant an order, as the circumstances warrant. In the past, when a recalcitrant debtor has refused to make an assignment under the assignments acts, the only course the creditor had was to issue a writ, obtain judgment and issue execution; the result was that every creditor had to follow suit in order to protect his interest and the unfortunate debtor was loaded down with costs, the estate being distributed by the sheriff *pro rata* to those creditors only who had taken action.

The Act also provides for the discharge of an honest debtor who has turned over his assets for the benefit of his creditors, relieving him from a load of debt that he has been unable to pay. Machinery is provided by which a debtor may make application to the court for a discharge from his liabilities; all persons interested in the case may appear before such court, and, after hearing all the evidence, the judge will decide whether the debtor shall receive his discharge, power being vested in the court to refuse the discharge absolutely, or it may suspend for a time the discharge, or it may grant a conditional discharge, say, until the debtor has paid fifty cents on the dollar, or by requiring the debtor to consent to judgment being entered against him for any balance

owing at the date of the discharge, such balance to be paid out of future earnings or after-acquired property. Some of the things that will militate against a debtor obtaining his discharge, are that his assets at the date of the assignment were not of a value equalling fifty cents on the dollar of the unsecured liabilities; that the debtor has omitted to keep proper books of account; that the debtor continued to trade after knowing he was insolvent; that the debtor has failed to account satisfactorily for loss of assets or deficiency of assets to meet his liabilities, or has brought on his bankruptcy by speculation or by unjustifiable extravagance in living, or by gambling, or by culpable neglect of business; that the bankrupt within three months of the assignment has given an undue preference to any of the creditors, or that he has been bankrupt before, or has been guilty of fraud, or fraudulent breach of trust. There will be no difficulty for an honest debtor who has turned over all of his assets to his creditors, to obtain his discharge; the Act is framed to protect such a debtor and to penalize the fraudulent one.

The new Act will become operative on 1st July next, when the old assignment acts of the various provinces will become non-effective.

Meantime, an amending Bill has been introduced in the present session by Mr. S. W. Jacobs, K.C., Montreal, providing: (1) that a trustee must deposit in a separate bank account the proceeds of each estate; (2) for the payment of remuneration to inspectors for services to bankrupt estates, and (3) rescinding the penalties in the original Act against improper petitions in bankruptcy. These amendments were suggested by mercantile and financial interests and present no objectionable features.

Your Legal Secretary on 9th August last, issued a special circular to our members, explanatory of the special features of the new Act.

It is believed that the facilities the new Bankruptcy Act will have secured for the trade of the Dominion in the economical realization of the funds of the bankrupt on a uniform basis through the whole of Canada and their fair and equal application to as great an amount as possible to the payment of his debts will become increasingly appreciated with greater experience of the operation of the Act.

Patents and Copyrights

The amount of invention, improvement and advance in the great variety of industries of a country are proportionate to the encouragement given by the laws of that country. Such laws should be framed to give the greatest possible protection and encouragement to the inventor, while at the same time, not infringing upon the rights of the public. To bring into the world a new idea is to make a step in advance of existing conditions. A step in advance, in any industry, is important, generally to the entire public, both as affecting the particular industry and as an incentive to other advances.

Recognizing these facts, the Minister of Trade and Commerce has introduced a Bill in the present session to amend and consolidate the acts relating to patents of invention. Your Legal Department promptly submitted copies of the Bill to various manufacturers believed to be interested, and took counsel with several Patent Attorneys, who are members of the Association. With the information thus obtained, the Legal Department prepared a brief which was submitted personally by your Legal Secretary to Mr. Geo. F. O'Halloran, K.C., Commissioner of Patents, Ottawa, on 13th ult. After discussion, the Commissioner intimated that the suggested amendments would be adopted. It is believed that when the new Bill is enacted, it will be a great advance on any previous legislation on the subject in Canada.

A Bill has been introduced in the present session by Sir George Foster to establish a uniform period of copyright protection. It further extends copyright protection to gramaphone records, films and lithographs. Protection is also provided for the works of Canadian authors throughout His Majesty's Dominions.

Combines and Fair Prices Act

Pursuant to a recommendation of the committee appointed to inquire into the high cost of living, the Canadian Parliament, in last session, passed an Act creating a Board of Commerce, to consist of three commissioners, each appointed by the Governor in Council for a term of ten years, their whole time to be devoted to the duties of their office. The Board



Sam Harris
Harris Litho. Co., Toronto
Chairman, 1919-20 Legislation Committee

is charged with the general administration of the Combines and Fair Prices Act, 1919, which was enacted to provide machinery for the investigation and restraint of combines, monopolies, trusts, and mergers, and to restrain the enhancement of prices of commodities.

The price-fixing profit-limiting inquisition created by this Act, is a more or less logical development of the war with its call for sacrifice, and its appeal to the people to subject themselves without complaint to the will of a few individuals. Arbitrary interference with the business of the country and with the right of individuals to agree upon price, could only culminate in lessened production and advancing prices.

Doubts having meantime arisen as to the status and powers of the Board of Commerce, the Board submitted a stated case to the Supreme Court of Canada to determine whether in fact Parliament had power to create the Board of Commerce. A copy of the stated case being served on the Association and other representative bodies, your Legal Department instructed Mr. W. N. Tilley, K.C., as Special Counsel, to represent the Association on the argument. The

Supreme Court of Canada adjourned on 25th March without handing down judgment, and it is understood that the Court desires to hear Counsel again before final judgment is handed down.

Uniformity of Commercial Law

It has long been generally recognized that the independent action of the various Provincial Legislatures has resulted in a diversity of legislation which, especially with regard to commercial law, raises a serious obstacle to commercial intercourse between different parts of the Dominion, and is a source of embarrassment to British and foreign merchants doing business in Canada. In the United States, where a similar but perhaps more complicated situation exists, work of great value has been done for the past twenty-eight years by the National Conference of Commissioners on Uniform States Laws.

The obvious benefits resulting from the meetings of the State Commissioners in the United States suggested the advisability of similar action being taken in Canada, and on the recommendation of the Council of the Canadian Bar Association several of the provinces passed statutes providing for the appointment of commissioners to attend a conference of commissioners from the different provinces for the purpose of promoting uniformity of legislation in the provinces.

The second annual meeting of the Conference took place in Winnipeg on the 26th, 27th, 28th and 29th days of August, 1919, when consideration was given, *inter alia*, to drafts of model statutes relating to the following subjects:

(1) Bulk sales.
(2) Conditional sales.
(3) Fire insurance policies.

These drafts will again be presented for consideration at the next meeting of the Conference, and meantime, the drafts will be considered by all interested parties.

The Conference also considered and adopted the reports of Committees on the following subjects:

(1) Legislation drafting.
(2) Sales of goods and partnership.

The English Sales of Goods Act, 1893, has been adopted in New Brunswick and Prince Edward Island, as a result of the first meeting of the Conference. This statute is now in force in all the Provinces of Canada, except Ontario and Quebec. A Sale of Goods Act founded on the Sale of Goods Act, 1893, has, however, been introduced by Hon. W. E. Raney in the present session of the Ontario Legislature, in connection with which certain practical suggestions were made by your Legal Department and acknowledged by the Attorney-General.

The English Factors Act, 1889, has also been adopted in New Brunswick, and is now in force in six provinces. The adoption of these statutes at the instance of the commissioners of these provinces, is worthy of note, as being the first legislation passed as a direct result of the meeting of the Conference.

Statutes have been passed in some of the provinces providing both for contributions by the provinces toward the general expenses of the Conference and for payment by the respective provinces of the travelling and other expenses of their own Commissioners who receive no remuneration for their services. It is hoped that similar statutes will be passed by the other provinces.

It should be stated that the appointment of commissioners does not bind any province to accept any conclusions arrived at by the Conference, and that such uniformity of legislation as may be secured by the labors of the Conference will depend upon the subsequent voluntary acceptance by the Provincial Legislature of the recommendations of the Conference.

Your Legal Department purposes to keep in close touch with the work of this Commission, and it is possible that practical suggestions may be made from time to time which will not only be of assistance to the Commission but of special benefit to the Canadian Manufacturers' Association.

Co-ordination of Labour Laws

At the National Industrial Labour Conference, held in Ottawa, last September, provision was made for the appointment of a committee to investigate the possibility of co-ordinating the labour laws of the various provinces. This committee was constituted as follows: One representative from the employers; one representative from labour; one representative from the general public.

These three formed the Dominion section of the committee. The remainder of the committee was constituted by a similar representation from each of the provinces.

All the various provinces, except Prince Edward Island, which is not industrial, agreed to nominate representatives and participate in the Conference.

The Executive Council nominated Mr. J. G. Merrick, Secretary of the Employers' Association of Toronto, as the representative of the employers on the Dominion Section—the Ontario Division nominating Mr. Sam Harris, Chairman of your Legislation Committee, to act as employers' representative for Ontario on this committee.

The employers were fortunate in their selection of representatives—Mr. Merrick being a lawyer of many years' experience in labour legislation, and Mr. Harris as a manufacturer, having had broad practical experience of industry.

The Committee was informally opened at Ottawa on April 26th, by the Honourable G. D. Robertson, Minister of Labour, who narrated the steps leading to its creation.

It was agreed that the press be excluded from the sessions and that all reports for the press be given out by a committee, representative of the employers and employees. Consideration of unifying labour legislation was taken up in the following order: (*a*) Workmen's Compensation; (*b*) Factory Legislation; (*c*) Regulation of Mines; (*d*) Minimum Wage Legislation. All these questions were first referred to the sub-committees for consideration and report, then considered by the Committee as a whole.

There was a strong disposition on the part of the labour representatives at the commencement of the session to stir up criticism of the British North America Act and the consequent rights of the Dominion and Provinces, and to have the Committee discuss the functions of Government, with a view to making any amendments suggested apply through Dominion Government action instead of Provincial Government action, so that by one enactment, the whole of the country could be covered. The employers' delegates, however, strongly opposed the discussion of constitutional questions, which is the particular province of the law officers of the Crown.

As a special report on the work of this Committee is to be submitted to the Convention by the Chairman of the Legislation Committee, it is unnecessary to refer to the subject here in further detail, except to premise that any effective plan of co-ordinating industrial legislation as between the Dominion and the Provinces will be of vast benefit to all.

PROVINCIAL

The following is a summary of the matters which have more immediately engaged the attention of the Divisional Legislation Sub-committees during the year:

Ontario Division

(*a*) *Workmen's Compensation.*—The year 1919 was the fifth year of operation of the present Act. The returns for

the year, the first after the close of the war, show considerable readjustment but less falling off in the general volume of industry than might have been expected.

Ontario was, with the exception of Quebec, which passed a Workmen's Compensation Act in 1909, the first province to introduce a Workmen's Compensation Act. The other provinces, with the exception of Prince Edward Island and Saskatchewan, were quick to follow the example of Ontario.

The Ontario Workmen's Compensation Act was drafted and recommended for adoption by the Hon. Sir William R. Meredith, C.J.O., Royal Commissioner. It was passed substantially as recommended by him and came into force on 1st January, 1915.

The Canadian Manufacturers' Association, representing 2,100 Ontario industries and employers of labour, employing approximately 400,000 workers, is in favor, as it has been from the outset, of a humane and liberal measure for the compensation of workmen injured by accident, and their dependents.

A comparison of the compensation benefits provided by the Ontario Act with those provided by the Acts of other jurisdictions shows that, with only the possible exception of Manitoba (which is not a manufacturing province) the scale of compensation as provided by the Ontario Act is very much higher than that provided by any other Province or State.

In Ontario compensation is paid during the entire period of disability of the worker, or in case of his death, until the death or remarriage of the widow, while in most of the States the period during which compensation is paid terminates at the end of 300, 400 or 500 weeks. Another respect in which the Ontario Act compares most strikingly with the different American Acts is in the matter of medical service. Under the Ontario Act the Board is enabled at the employers' expense to pay for medical aud surgical aid and hospital and nursing services without limit as to length of time or as to amount. In the United States, on the other hand, while 42 of the 45 States provide medical service, all except five of these 42 limit the amount of the medical service to be furnished by the employer.

Further, the maximum payment provided in Ontario of $21.15 per week (payable if necessary for life) is (except Manitoba) the highest compensation on this continent, the next highest being $20.83, which is provided by the California Act. In all other States, the scale of compensation is much lower than in Ontario and moreover the amount of compensation is limited to a fixed aggregate amount.

The above-mentioned scale of compensation, namely 55 per cent. of the average earnings with a maximum of $2,000, was only decided on after the most exhaustive study and a most patient hearing of both sides of the question extending over three years (1910 to 1913). (See page 15 of Chief Justice Meredith's Final Report.) It is not to be forgotten that though it is five years since this scale was fixed it cannot be said to be out of date in the way that a price fixed five years ago would be. In other words it is a percentage—and a percentage on something which has not stood still, namely wages. If, therefore, the ground for the present demand is the increased cost of living, the answer is that the rise in wages has at least kept pace with the general rise in prices. The effect of this on the working of the Compensation Act is clearly seen in the fact that the amount paid for compensation and medical aid in 1919 was $4,192,859.93, as compared with $3,883,994.84 in 1918 (an increase of $308,865.09), though the total number of cases in 1919 was only 44,280 as compared with 47,848 (a decrease of 3,568) in 1918. This increase in the amount paid, while the number of accidents was reduced, was due to the increased benefits under amendments to the Act and increased wages. A further point in connection with the increasing burden constituted by the provisions of the Act may perhaps be brought out most clearly by quoting a sentence from the final report of Chief Justice Sir William Meredith. (See pages 5 and 6.)

"I agree that the ultimate burden of paying the compensation under such a law as is proposed falls upon the community and that whatever the employer has to pay whether directly by way of compensation or if he insures against his liability by paying insurance premiums, forms part of the cost of that which he produces and is added to the selling price."

Another point which your Committee brought to the attention of the Government was, that every improvement in the lot of the urban as compared with the country worker must have the effect of intensifying the tendency, already so well marked, to drift from the country into the town. Unless the Government are prepared to bring the farming industry within the scope of the Act—and there is no logical reason (as Chief Justice Sir William Meredith pointed out in his final report) why it should be left out; they ought not, it was urged, to do anything to increase a drift into the towns, which is literally alarming.

Your Committee, having ascertained that a Bill containing drastic amendments to the Act was to be presented in the present session of the Legislature, several conferences were held between the Committee and the Toronto Branch Executive, who jointly arranged for a deputation to wait upon the Provincial Cabinet on the subject, when the deputation was promised that a copy of the contemplated Bill would be submitted for the consideration of the Committee, before presentation to the House.

Meantime, your Legal Department prepared a brief for the information of the members of the Cabinet, pointing out that a comparison of the compensation benefits provided by the Ontario Act with those provided by the Acts of other jurisdictions, showed that with only the possible exception of Manitoba (which is not a manufacturing province) the scale of compensation as provided by the Ontario Act is very much higher than that provided by any other Province or State.

Some of the more radical proposals of the amending Bill are:

1. An increase from 55 per cent. to 75 per cent. in the compensation rate.
2. A minimum rate of $12.50 per week.
3. Increased allowances for widows and children, viz., from $30 to $40 and from $7.50 to $10.
4. Making all increases applicable for the future to all cases now on the pension list.

These amendments will mean a direct increase of 36.3 per cent. in the present compensation, and will necessitate a great increase in the rate of levy on the industries now in operation, which will be obliged, under the retroactive feature of the Bill, to provide not merely for their own pensions but for the trail of pensions left behind by munition works and other industries which have done business from time to time since 1915, but have now been wound up.

Your Committee offered no opposition to increasing the allowances for widows and children.

We strongly urged that this Act is one for the compensation of the workmen; that is, men who work. It is not an Old Age Pensions Act, neither is it an Unemployment Insurance Act, and it was urged that the proposed changes were conceived to a large extent in the spirit of old age and unemployment insurance measures. However desirable these features might be, the Committee submitted that they should be furnished at the expense of the State in the first instance, and should not be incorporated in a measure

of industrial insurance, which is for the compensation of workmen, injured through accident, during their employment.

But the strongest criticism of the Bill was on the score that it would have the effect of increasing the danger of malingering. Even with the 55 per cent. scale, there is a considerable tendency to malinger, particularly, of course, among the boys and girls and the single men. To increase the scale to 75 per cent. is, obviously to intensify this tendency.

Finally it was urged that, before such far-reaching changes are made, there should be a thorough investigation of, and report on, the actual working of the present Act. A survey of 62 out of some 2,500 cases has already been made by the Board, with the result that it was found, to quote the Board's report for 1919, "there is an opportunity for every disabled worker (provided he is willing to seize it) to earn wages which, with his pension on 55 per cent. basis, will bring his earnings to a parity with what they were at the time of the injury."

No action should be taken, it was urged, until this survey had been extended to cover the entire 2,500 cases.

During the past year, a great deal of work has been done by the manufacturers of the province, with a view to eliminating the hazards of industry and making conditions more safe for the workers.

It is reported by the Accident Prevention Association that the manufacturers have shown a great readiness to comply with any recommendations made by the inspectors, and that in not a single case, during the past year, has there been refusal to carry out the suggestions made.

(*b*) *Assessment Act.*—For the past four or five years the City of Toronto, supported by other municipalities, has been urging a change in the Assessment Act, that would permit municipalities to tax income derived from dividends from industrial and mercantile concerns. Neither in the House nor in the Municipal Committee, however, did the project receive any favor. But, times have changed and the Municipal Committee has now accepted a Bill favored by Toronto, that will make all such dividends subject to municipal taxes.

Your Ontario Legislation Sub-committee, in co-operation with the Canadian Credit Men's Association, strenuously opposed the amendment before the Board of Control, and through your Legal Secretary, instructed Mr. A. C. McMaster, K.C., as Joint Special Counsel, to appear before the Municipal Committee. It was argued that the amendments discriminated against industrial and mercantile concerns and tended to drive capital from the province, but the Municipal Committee of the Legislature was obdurate.

The committee, in thus voting to add substantially to municipal revenue, accepted another proposal that will balance the increase to some extent. Hereafter, if the House endorses the stand taken by the committee, householders will receive exemption upon income up to $2,000. At present the exemption is $1,700 and the non-householders will be exempted up to $1,000 instead of up to $700. The exemption will not end there, however, for another bill to give a further exemption of $200 on each child under eighteen in the householders' family, was approved.

Quebec Division

The work of the Quebec Legislation Sub-committee during the past year has been considerable in volume. Much of the special details of the work, however, fell upon the shoulders of those members whose manufacturing interests were peculiarly affected by legislation which was introduced both before the House at Ottawa and in the Provincial Parliament at Quebec.

Overshadowing all the legislation which contained objectionable clauses, which were brought down in these Houses were the restrictions and demands made upon the manufacturing community by the Board of Commerce. During the year, history-making and celebrated arguments were carried on between this Board and various sections of the manufacturing interests.

The most important of these was perhaps that between the Board of Commerce and the textile manufacturers. This arose out of the issuance of a questionnaire which contained many objectionable clauses and caused the textile industry no little concern all over Canada. The Montreal textile people were particularly active in this matter and were later joined in their efforts by kindred manufacturing interests in the textile trade. The results of the efforts on the whole were satisfactory, but their final culmination is yet to be seen.

The latest work of the committee was that in connection with Bill No. 27, The Food and Drugs Bill, introduced in the House by Hon. N. W. Rowell, K.C., M.P. The results attained by the Montreal manufacturers affected by this bill doubtless crowned all previous efforts during the year, at Ottawa, of this character. They in co-operation with the Ontario manufacturers of similar lines put up a splendid and winning fight, which removed many of the objectionable clauses from the bill entirely, and deleted portions of other clauses not conducive to the welfare of manufacturers of lines affected.

The Quebec Division, through its Legislation Sub-committee, took a great interest in several measures going through the Provincial Parliament, chief among which was the bill introduced by Hon. L. A. David, Provincial Secretary, for the creation of a commission to draft a new civic charter for the City of Montreal. The Division demanded of the Government that it be given a representative on this commission. This the Government, however, refused to do, but gave the Division a fairly satisfactory assurance that the interests of the manufacturers of Montreal would be safeguarded in the drafting of the new proposed charter.

One or two more or less serious matters of difference between members of the Association over contracts, in different parts of Canada, were brought to the attention of the committee of the Quebec Branch, which co-operated with the Legal Department, head office, with a view to effecting settlements, and in every instance such efforts were successful.

Maritime Division

(*a*) *Workmen's Compensation.*—A Bill has been introduced at the Nova Scotia Legislature amending the Workmen's Compensation Act, providing for an increase in the amount of compensation from 55 to 66⅔ per cent., also increases in the pensions payable to the dependents in the case of a death. Representations will be made opposing this general increase.

(*b*) *Nova Scotia Accident Prevention Association.*—The Maritime Division has been successful in promoting an Accident Prevention Association in Nova Scotia, under the provisions of Section 80 of The Workmen's Compensation Act, the constitution of which is considered very favorable from the employers' standpoint and has been approved by the Compensation Board. Unity of executive control is effected by placing the administration under the Divisional Secretary of the Association.

(*c*) *Safety Work.*—"Sections have been organized for the metal trades and the lumbering and woodworking industries. A code of 'Rules and Regulations' for the metal trades was considered and adopted at a recent meeting of the section. This code has since been approved by the Workmen's Compensation Board and is now enforceable on all the industries

in the metal trades. It is anticipated that meetings will be held in the near future in an endeavor to organize 'sections' for the other classes under the Act."

A "field organizer" has been engaged to devote his whole time to visiting all sections of the province, to explain the organization and work of the Association to the individual employers, and in an endeavor to impress them with the necessity for actively co-operating in the prevention of accidents. Success in Accident Prevention Work depends entirely upon the interest displayed by the individual employer. If he is not a real convert as to what can be accomplished, a whole army of inspectors and safety engineers can not attain satisfactory results. In Nova Scotia the first object of our campaign is to interest the individual plant managers. When we get their support we are confident that something tangible can be done.

(*d*) *Minimum Wage for Women.*—An Act has been passed at the present session of the Nova Scotia Legislature providing for the appointment of a board of five members, to establish minimum wages and hours of work for women employed in factories and shops.

(*e*) *Development of Power.*—A Bill is now before the New Brunswick Legislature, which, if passed, will give the Government the right to take over and develop any water power site. There are a number of valuable sites from which power can be obtained, some of which it seems are being held for speculative purposes, and it is anticipated that the passing of the proposed Bill will assist towards the early development of some cheaper power in New Brunswick.

(*f*) *Factories Act.*—A Bill to amend and consolidate the New Brunswick Factories Act has been presented to the House. The chief new feature is that the Workmen's Compensation Board is given authority to make rules and regulations, governing the conditions in the factories, and to take action towards the enforcement of same.

(*g*) *Taxation of Unlicensed Insurance.*—A Bill entitled "An Act Respecting the Taxation of Certain Companies and Associations" has been presented to the New Brunswick Legislature. If the Bill passes as it now reads, certain clauses dealing with the taxation of insurance companies will prohibit the unlicensed insurance companies from doing business within the province. Opposition is now being worked up with the hope that certain amendments will be made.

(*h*) *Programme N.B. Federation of Labour.*—The New Brunswick Federation of Labour presented a very comprehensive programme at the present session of the New Brunswick Legislature. We were fortunate in procuring a copy a few days after it was presented, which afforded the employers the opportunity to prepare and present a brief dealing with the separate items, before any action was taken by the Government. As far as we can ascertain it has not yet been decided just what features may be brought up in the form of Bills for the House to consider.

Pacific Division

Discussion and action by the Legislation Sub-committee of the Pacific Division of the Association has taken place during the past year on the following principal matters, which can be roughly subdivided under the headings of Dominion legislation and Provincial legislation.

(*a*) *Armstrong Bill.*—After due consideration, it was felt that the object of this Bill, viz., the bringing under the jurisdiction of the Railway Commissioners of all inland and coastwise shipping, if attained, would not be in the best interests of industry in this Province. Consequently this division was placed on record as opposed to such legislation, and proper steps were taken to obtain concerted opposition to the Bill from other influential sources in the Province outside of the Association.

(*b*) *Business Profits Tax Act.*—Strong opposition has been expressed by this division to the re-enactment of this Act by the Dominion Government, and efforts to secure a similar expression of views from Boards of Trade in every section of the Province have been entirely successful.

(*c*) *Permanent Tariff Commission.*—This division has concurred in the policy of the Association in endeavoring to secure the appointment of a permanent, expert, non-political tariff board, and has been equally successful as in the matter of the Business Profits Tax Act, in securing expressions of approval of this policy from the majority of the Boards of Trade of the province.

(*d*) *British Columbia Minimum Wage Legislation.*—Certain findings made under the Minimum Wage legislation enacted in this Province in 1918 were found, in operation, to work greatly to the disadvantage of a considerable number of the members, and it is gratifying to be able to report that largely through the persistent efforts of this division important modifications have been made to the regulations governing the employment of women in the general manufacturing industry of the Province; notably in the matter of apprentices, this latter phase of the question being particularly vital to manufacturers in this Province, where the supply of female help is not so plentiful as in other parts of Canada.

(*e*) *Workmen's Compensation.*—The British Columbia Workmen's Compensation Act was amended at the last session of the Provincial Legislature, providing for certain increases in the scale of compensation to dependents of those killed or permanently disabled in industry. Taking into consideration present living conditions, and in view of the fact that the proposed increases would not materially affect the rate of assessment on industry, this division decided not to offer any opposition to the amendment to the Workmen's Compensation Act.

(*f*) *Health Insurance.*—A Commission presided over by the Chairman of the British Columbia Workmen's Compensation Board was appointed by the Provincial Government, and held hearings throughout the Province during the early part of this year for the purpose of securing expressions of opinion as to the desirability and practicability, or otherwise, of enacting legislation providing for Mothers' Pensions, Maternity Insurance, Health Insurance and Public Health Nursing.

In view of the unanimous recommendations of the Industrial Conference on these matters, this division decided to make no official representations before the Provincial Commission. The opinion of the Legislation and Executive Committees of the Division, arrived at after numerous discussions, was expressed in the following terms:

"Whereas the subject matter of Health Insurance as applicable to Canada will be investigated by a board appointed by the Dominion Government in response to request of delegates of National Industrial Conference, held September, 1919;

Therefore, we defer placing ourselves on record either as being opposed or in favour of such legislation until we have been privileged to peruse evidence produced by such investigation, to enable us to give intelligent consideration and expression of opinion on these important questions."

(*g*) *Health Insurance.*—The Legislation Sub-committee gave expression to these views at an interview which was arranged with the Premier of the Province in regard to these matters, and a copy of the foregoing resolution was also placed in the hands of various members of the Legislature.

At the time of writing a Bill is before the British Columbia House providing for Widows' Pensions, and will in all probability be enacted. No legislation on the other points dealt with by the Industrial Conference or the Provincial Commission will be considered this year.

(*h*) *Amendment to British Columbia Factories Act.*—It having come to the attention of the Legislation Sub-Committee that certain interests proposed to have introduced in the Legislature an amendment to the British Columbia Factories Act reducing the legal working hours in this Province from 48 to 44, the matter was promptly taken in hand and appropriate representations made to the Government as to the views of the manufacturers on the subject and the effect such legislation was likely to have on industry and production in this Province, where the legal hours of labor at the present time are shorter than in other localities with which the British Columbia industries come into direct competition.

As a result of the interview between representatives of this Division and the Government, we are assured that the interests of the manufacturers in this Province will receive first consideration by the Government before the introduction of such legislation as that proposed.

(*i*) *Proposed Eight-Hour Day in Lumber Industry.*—An Act was introduced in the British Columbia Legislature at the present session making eight hours the maximum working day in all branches of the lumber industry of this Province. Such legislation, if enacted, and particularly that feature of it prohibiting overtime employment, would have had a most serious effect on our members engaged in lumber, pulp and paper, and box manufacturing, and this Division co-operated promptly with other organizations in the Province in the preparation and presentation to the Government of the manufacturers' views in opposition to the bill in question.

It is gratifying to be able to report that the representations made have had the desired effect, the bill having been decisively defeated in the House.

(*j*) *General.*—From the foregoing it will be seen that the facilities offered through the Association have been exercised chiefly in work of a "preventative" nature, experience having proven that if proper steps are taken to combat, and, where possible, forestall, radical and destructive legislation, introduced in the greater number of cases from selfish motives or through ignorance, the thinking majority may be trusted through the natural development and progress of society to evolve sane and constructive legislation which will be fair to all concerned.

Prairie Division

1. *Alberta.*—The Legislature amended the Workmen's Compensation Act so as to provide benefits equal to those granted in Manitoba to-day. That is 55 per cent. to injured workmen and $20.00 per month to widows and $5.00 per month to children.

2. *Saskatchewan.*—The Saskatchewan Legislature at its recent session passed an Act to create a Bureau of Labor and Industries to gather information and public statistics regarding employment, hours, labor difficulties, labor organization, relations between capital and labor, conditions of employment, resources of Saskatchewan, and industrial development. The bureau will open and maintain employment agencies and administer the Factories Act. The Building Trades Act, the Electrical Workers' Act, Employment Agents' Act, the Mines Act and the Minimum Wage Act of the province.

An amendment was passed to the Factories Act limiting the hours of employment for youths, young girls and women in factories to forty-eight hours per week, and authorizing the Lieutenant-Governor in Council to make regulations for the construction and operation of elevators, hoists and dumb waiters. The amendment also provides that any person under sixteen years of age shall not operate an elevator for the carriage of passengers.

3. *Manitoba.*—A Workmen's Compensation Act has been passed by the Manitoba Legislature providing for the administration of compensation to workmen through a state fund to be collected and administered by a commission. This Act increases the compensation paid to injured workmen from 55 per cent. to 66⅔ per cent. It reduces the waiting period from six to three days. It increases the pensions paid to widows and children from $20.00 and $5.00 per month, respectively, to $30.00 and $7.50 per month. The allowance for funeral expenses is increased from $75.00 to $100.00. This Act will go into force on January 1, 1921.

An amendment to the Electricians' License Act was again introduced, providing for the cancellation of Clause 14, which was included in the original Act at the request of this branch, under which the chief engineer in a factory is empowered to make repairs to plant equipment. Except for this clause, licensed journeymen electricians would have to be brought into the plant to make minor repairs, involving delays in production, with consequent higher costs. The Law Amendments Committee finally stated that it was not the intention to cancel Clause 14.

A Temperance Act Amendment was introduced at the last session, providing for the purchase of alcohol for manufacturing purposes through a Government vendor in quantities not exceeding ten gallons at one time, and restricting the sizes of the packages in which the manufactured product containing alcohol could be marketed. A committee from the branch waited upon the Law Amendments Committee and pointed out that when a similar practice has been invoked in another province manufacturers have to pay 50 per cent. more for their alcohol than it could be obtained for from the distillers. Strong objection was, therefore, taken to purchasing from or through a Government vendor, although the committee expressed its willingness to assist the Chief Inspector administering the Temperance Act, to keep a proper record and check of all alcohol used for manufacturing purposes. It was also shown that the quantity of ten gallons was insufficient and impracticable; that the alcohol was usually purchased from distillers in bond; that the Inspector of the Inland Revenue Department would only release an original package at one time, and that the alcohol was actually mixed with other ingredients under the supervision of the Inland Revenue Inspector. In fact, in some cases, the duty was paid on the product which was manufactured under his supervision. At the suggestion of the Attorney-General, a conference was arranged with the Chief Inspector of the Temperance Act and an amendment was drafted to enable manufacturers to import any quantity of alcohol for manufacturing purposes in bond and secure a permit from the Chief Inspector to store while being used in manufacturing. Restrictions as to the size of the bottles in which toilet articles and flavoring extracts could be put up, namely 2½ ounces, were also cancelled.

The Industrial Conditions Act was passed at the session of 1919, but labor refused to nominate representatives for appointment of the Joint Council of Industry, but with the passage of an amendment at the last session specifically recognizing the right of employers and employees to organize for any lawful purpose, they have done this, and the board has been appointed. It consists of Dr. C. W. Gordon, Messrs. John Stovel, H. B. Lyall, W. B. Simpson and E. Robinson.

The Joint Council has had no applications placed before it as yet. It is felt here that under this amendment, it is desirable that all employers should reach some mutually satisfactory arrangement with their employees under which negotiations between them shall be conducted, and when



With the C.M.A. on Tour

In this picture of what President Howard facetiously described as Walsh, Howard & Co.'s Travelling All-Star Troupe may be observed such well-known figures as R. L. McIntyre, Toronto; F. W. Stewart, Montreal; H. L. Rous, Toronto; T. P. Howard, Montreal; J. S. McKinnon, Toronto; J. E. Walsh and S. R. Parsons, Toronto

this is done the Joint Council of Industry will not likely interfere therewith, providing a majority of the workmen can agree thereto.

Representation in Legislature

Your Legislation Committee feel that some attention might well be given by the Convention to the fact that while manufacturing is, next to agriculture, the great basic industry of Canada, the number of persons either in the Dominion Parliament or the Provincial Legislatures who can in any sense be taken to represent the manufacturing industry is wholly disproportionate to the importance of the industry. Your committee has been particularly impressed with this fact during the last year, when more than once legislation of a most radical and pronounced type has been introduced in the various Houses. It is not to be expected that others will safeguard the interests of manufacturers should the latter fail to look after their own interests.

General Work of the Department

The above comprise some of the more important matters dealt with by your committee.

A large number of matters of lesser importance, legislative and executive, have been the subject of consideration and action.

All the Parliamentary bills, federal and provincial, over 600 in all, also Orders-in-Council, and other technical documents, were examined by the department, some of the subjects being reviewed by the Legal Secretary in INDUSTRIAL CANADA for the information of our members, as well as being the occasion of extensive correspondence with manufacturers and others.

In addition to keeping in touch with legislative activities throughout the Dominion and endeavoring to protect the interest of manufacturers in the broader spheres, the department over which your Committee presides has enjoyed a year of greatly increased activity in advising members in the special branches of commercial law, taxation and other problems, to which it has been devoted. The department is also finding an increased field of activity in advising and co-operating with our other departments, and there is every prospect of a considerable enlargement of the work of the department during the coming year.

The constant co-operation of our Ottawa office in legislative matters during the year has greatly facilitated the work of the Legal Department, and all calls made upon our divisional sub-committees and secretaries have been promptly and efficiently met.

All of which is respectfully submitted.

SAM HARRIS, *Chairman.*

H. MACDONALD, *Legal Secretary.*

J. E. WALSH, *General Manager.*

Discussion of Report

The report of the Legislation Committee was read by the Legal Secretary, Mr. H. MacDonald. It was thereupon moved by Mr. J. A. Reid (Fredericton), seconded by Col. Gartshore (London) that the report be adopted.

MR. THOS. RODEN (Toronto): "Mr. Chairman, I think it is to be regretted that Mr. Sam Harris, the chairman of this committee, is not with us. As evidenced by this report Mr. Harris and his committee have done yeoman service for this Association, and have had the able assistance of Mr. Macdonald as our Legal Secretary. I believe our Association owes a very great debt of gratitude to the chairman of that committee, and the committee and Mr. Macdonald, when we consider the wide activities that have been evidenced by this report, and when we consider the time which it takes to get results. For many years we have advocated uniformity of bankruptcy laws, and they have only just been obtained; we co-operated very earnestly in the Workmen's Compensation Act, and now it is showing evidence of successful operation which will reflect credit not only on manufacturers, but on employees; and while it is difficult sometimes to reconcile the differences that exist between the ambitions of certain elements and the representatives of the employees, it is gratifying to know that the operation of this Act has been so scientifically co-operated in by all the elements in the industrial as well as the employing section in this country. The accident prevention act work has been carried on as the outgrowth of the Workmen's Compensation

Act, and that is of immense benefit not only in preventing accidents, but in developing a more humane spirit in the conduct of business. I believe, sir, we should recognize the importance of this committee and appoint our very best representatives in every locality and in every province to study the legislation that is going through the different Governments, and to see as far as possible that they are made uniform."

MR. R. L. MCINTYRE (Toronto): "Mr. Chairman, I, too, wish to express my appreciation of the services of this committee, and particularly those of the chairman. I want to speak especially of that section of the report which refers to the Compensation Act. I fear that when a new Act on compensation is put into force in any province (I speak of my own experience in Ontario) that employers have, at least in the early stages, taken a wrong viewpoint, and probably, shall I say, a wrong attitude. I feel that that was the case in Ontario. When the Act came into effect we were inclined to simply throw our employees on the Act—those of us who had more accidents than some of the others. That, I fear, was our practice or custom for a time. We have certainly long since learned that was a very great mistake, and I wish to advocate that wherever a compensation act is enacted, we should at once take a greater interest in connection with looking after the injured. May I suggest a system for those industries that are liable to greater accidents, and who have a sufficient number of employees to warrant the system, and that is that special first aid should be inaugurated at once and where it will warrant it.

"Then another feature of the work should be to follow up the injury. Just because there is a Board appointed to look after the employees and administer the Act, that does not, in my opinion, relieve the employer from certain responsibility, and it is a very great advantage to the employer as well as to the employee that that should be followed up. The system we have is that every day our nurse visits every single one who is injured, calls on them every day, and it saves the time of the doctor in attending them. It insures their more speedy recovery and brings them back to work."

MR. S. R. PARSONS (Toronto): "I am sure we would all like to give expression to our appreciation of the splendid report of the Legislation Committee. It sets forth very clearly the enormous amount of work which has been done by this committee, and the chairman and secretary are to be especially congratulated, I think, on the character of their work during the past year. If, gentlemen, we had no other report before us at this annual meeting than this, I am sure you will see it is worth the fees which each individual industry pays to the Association to have this work alone carried on, so important has it been. I feel if in some way we could get all our members to appreciate the splendid work carried on by our Association in the various departments and through the various committees that they would have a much clearer understanding of what the Association does for them individually and collectively.

"There are just two points I would like to call attention to in this report. On page 21 under 'Manitoba' it states: 'A Workmen's Compensation Act has been passed by the Manitoba Legislature providing for the administration of compensation to workmen through a state fund to be collected and administered by a Commission.'

"This, it appears to me, might be misunderstood. It is a state fund in the sense that the state takes care of it, but it is not a state fund in that it comes from the state, because it does not. Therefore, it appears to me it is not properly characterized as a state fund. I think that ought to read 'A state fund to be collected from employers and administered by a Commission.' I would like to suggest that to the Secretary as a change.

"Then on page 22, under the heading 'Representation in Legislature.' I think we will all agree with what is stated there, but at the same time, as an Association, I feel that we all deplore what might be termed class working or class representation or class domination, and we ought, I think, to do everything to discourage this in connection with our legislatures and governments. For, gentlemen, if the time comes when other classes are going to represent themselves rather than represent all the interests of the country involved, then it seems to me that the manufacturers will have to get into the game as well. It would be a deplorable thing, I think, if we should do anything which would mean that it could be said that we have a manufacturers' group in any legislature like perhaps the labor men have, or perhaps like the farmers have. It does not conduce to that orderly and fair development of our country through legislation that we all so much desire, and national unity, the thing we stand for here, there, and everywhere as an Association will never be produced by legislation of the classes; and therefore I feel that while we might give expression to our views, at the same time we should deplore class working and class legislation, and should seek through our Association in all the different provinces in which we work to bring about a state of affairs which would mean that the representatives in our parliaments or legislative assemblies should represent the people generally, and that we have a real democracy in that respect." (Applause.)

MR. C. G. ROBSON (Edmonton): "Referring to page 20 with regard to Alberta, it says, "The Legislature amended the Workmen's Compensation Act so as to provide benefits equal to those granted in Manitoba to-day. That is 55 per cent. to injured workmen, and $20 per month to widows and $5 per month to children." Fifty-five per cent., I think, is quite correct. As I understood it, they formerly were receiving $20 a month and $5 a month for children, and that was increased to $30 and $7.50. There was also eliminated from the Act the maximum of $2,000 under the Compensation Act. I think I am correct in that because I gave considerable study to it at the time."

MR. J. O. THORN (Winnipeg): With reference to the Compensation Act of Manitoba, that Act does not give the employers of that province the right to form under the Act accident prevention associations the same as you have in the Province of Ontario. It may interest you to know active steps have been taken by the Manitoba branch to apply for an amendment to that Act at the next session of the Manitoba Legislature whereby we hope to have incorporated in the Act a section similar to the section in the Ontario Act which would give us the right to form accident prevention associations."

Report is Amended.

THE VICE-PRESIDENT (Mr. McKinnon): "Gentlemen, you have heard this very exhaustive report, and I think we see and appreciate the splendid work Mr. Harris and his committee have done. Would it be the wish of the mover and seconder, Mr. Reid and Col. Gartshore, to have the last paragraph stricken from the report, so as to make it conform more to the ideas presented in the address of the President?"

MR. J. A. REID: "With the consent of my seconder, I would amend the original motion by eliminating this paragraph.

Col. Gartshore gave his consent.

The Vice-President then put the motion as amended, that the report be adopted with the elimination of the paragraph headed, "Representation in Legislature," which, on a vote having been taken, was carried, and the report of the Legislation Committee as amended was declared adopted.

Transportation Affairs Bulk Largely

A Review of the Railway and Ocean Transportation Situation—Problems That Have Come Up For Solution During the Year—Changes That Have Taken Place With Regard to Freight Rates and Classification

Report of the Transportation Committee

DURING the past year your Committee has given close attention to the various transportation questions, and begs to report as follows:

Transportation Situation in General

Railways.—Looking at the financial side of the different railways in Canada shows a rather peculiar situation. The Canadian Pacific Railway, in its Annual Report, shows a surplus of $844,249.00, after payment of fixed charges and the usual preference and common stock dividends. This surplus has been placed in reserve to meet the special taxation imposed by the Dominion Government, which ended in 1919. This surplus, of course, shows a decline from former years, which fact is due principally to increase in operating expenses account of the large wage awards. It might also be well to point out that this surplus represents only a very small percentage of the gross earnings.

The Grand Trunk, in their Annual Report, show a net surplus of £1,141 15s. 1d. This, added to the balance accredited to net revenue account as of 31st December, 1918, makes a total of £49,248 5s. 3d. carried forward to the next year's account.

The Canadian National Railways have a deficit of $33,000,000.00, not including the Grand Trunk Pacific. That road has a deficit of $14,000,000.00, making a total for the Canadian National Railways of $47,000,000.00. The Honorable J. D. Reid, when he presented this matter to the House, did not treat the Grand Trunk Pacific as a portion of the Canadian National Railway System, so the $33,000,000.00 may possibly be the amount to be considered.

In the United States the railway companies were handed back to their private owners on March 1st, 1920, under legislation known as the "Transportation Act, 1920," which, among other things, provided that the carriers should receive a net return equal to 5½ per cent. of the aggregate value, plus not more than one-half of one per cent. of such aggregate value, to make provision for improvements, betterments, or equipment, chargeable to capital account. The railway companies' position in the United States is such that they find, in order to secure this return, they must receive an increase in rates.

The Act above referred to also provides that the Interstate Commerce Commission, in determining the value, may group the carriers. At a hearing in Washington, before the Interstate Commerce Commission, at which the shippers' and railway companies' representatives were present, it was decided to group the carriers into three large groups, known as the Eastern, Southern and Western territories, or comprising approximately what is known as the Official Southern and Western classification territories. The carriers' representatives have since placed before the Interstate Commerce Commission and National Industrial Traffic League, in a general way, how much additional revenue they require in order to secure the return referred to.

The following are the percentages:

Eastern Territory	30.43%
Southern Territory	30.951%
Western Territory	23.91%

In the Eastern territory the carriers have made a request to the Commission for an increase in the class and commodity rates, except on bituminous coal, other than lake cargo and tide water coal, on a percentage basis. On bituminous coal it is proposed to advance the rates from certain basing groups of origin, the same percentage as other freight, the same amount to be added to each related group in cents per ton.

In the Southern territory an advance of 31 per cent. has been asked on class and commodity rates, except coal, coke, cement, plaster, lime, sand, etc., which are to be increased specific amounts per ton.

In Western territory they have requested an increase of 23.91 per cent. on all class and commodity rates. Hearings in regard to this question commence on May 24th at Washington.

Undoubtedly our Canadian railways will follow very closely this proposal for increase in rates in the United States. The National Industrial Traffic League have opposed any advance in switching rates, suggesting the matter should be left entirely to local communities for adjustment. They have also suggested that any proposed increase should take into consideration a realignment of all rates, so as to restore the relationship existing prior to the 25 per cent. increase.

The equipment situation is very acute at the present time, as the carriers have not been buying new equipment, and that which they have has been to a certain extent wearing out, so that there is a shortage of equpiment to handle the traffic, both in the United States and Canada. Steps have been taken by the Canadian lines to offset this condition, the C.P.R. having recently contracted for quite a number of cars, both freight and passenger.

Ocean Carriers.—There is a world-wide shipping programme in progress. Recent figures show that the United Kingdom is building ships at a greater rate than the United States, notwithstanding that the United States in the past few years have built an enormous tonnage. Canada has also made great strides in shipbuilding, and has created a Government-owned and operated merchant marine, which will total by 1921 some sixty odd ships. These activities in shipbuilding should undoubtedly result in the opening up of new trade routes, and a decline in ocean rates. In fact, so far as the latter is concerned, there has already been a decline in certain trade routes.

Car Service

Car Supply.—The question of securing cars, particularly for movements of freight to the United States, became rather critical in the early part of the winter. This was due in part to the fact that the Canadian lines issued instructions that they would not allow their cars loaded to points in the United States on account of the fact that the American lines were retaining all Canadian cars sent to them. This situation was placed before the Canadian Railway Association, who in turn placed it before the Department of Railways and Canals. The matter was also taken up by the Department of Railways and Canals and the Canadian Railway Association with the Railroad Administration at Washington. Reports recently re-

ceived would indicate that this situation is becoming relieved and Canadian cars are beginning to come back in greater numbers than formerly.

Claims

Collection of.—During the year, the Department, among its many other duties, has had to deal with a number of claims for loss, damage and overcharge. The total amount of these claims is $47,213.83. Of this amount $18,357.58 has been collected, $1,996.07 has been declined, and there is still pending $26,860.18. As the members will probably know, these claims are usually those which claimants are unable to collect. It is safe to say, therefore, that the amounts collected were amounts which they might not ordinarily have secured. If these same claims were placed in the hands of a lawyer for collection, it is safe to say the charge would be about 10 per cent. From this it will be seen that this very small part of the services furnished by the Transportation Department is worth a good portion of the expense.

Carriers' Liability for Loss from Cars Loaded on Private Sidings.—The Board of Railway Commissioners and the Superior Court of Montreal have recently rendered decisions affecting the liability of the carrier in regard to carload shipments loaded on private sidings, and sealed with private seals. Your committee has considered this question and instructed the Department to give it careful investigation, with a view of developing further facts, in order that they may be placed before the proper parties. The members who have cases affecting liability, which they intend to place before the courts, should advise the Department, so that the claimant can be supplied with full assistance in dealing with questions of general character.

Special Articles in "Industrial Canada."—The articles which appeared in INDUSTRIAL CANADA, issues of December, January and February, and our Circular calling attention thereto, created considerable interest, and it is hoped that all members will study these articles and follow out the suggestions contained therein. It is believed, if this is done, a good deal of the trouble in collecting claims will be eliminated.

Coal and Coke

Supply and Distribution.—The strike of the coal miners, which commenced early in November, created a very serious condition in connection with the supply of coal, and particularly coke. The Department was not called upon to give very much assistance in connection with the question of coal, as this was being handled chiefly through the various administrations. However, as regards foundry coke, there is no question but that the assistance of the Department was instrumental in having the distribution of this commodity kept out of the control under which coal had been placed.

Contracts of Carriage

Bill of Lading.—The Interstate Commerce Commission in a decision rendered early in 1919, ordered into effect on August 8th, 1919, a new uniform bill of lading for domestic shipments, and a new form for export shipments. Certain non-federal controlled roads secured the postponement of this decision through injunction proceedings in New York District Court. The question has since been referred to the Supreme Court, and a decision may be expected in the near future.

Livestock Contract.—In February, this year, the question of uniform livestock contract for use on Canadian lines was again brought forward by the Board of Railway Commissioners. This question has been before that body for a great numer of years; in fact we have never had a contract based on a thorough consideration of all the facts. It was the desire of the Chief Commissioner to secure full information in regard to this question from the standpoint of present conditions. On the 10th and 11th of February, 1920, hearing was held and this Association represented by the General Manager and Counsel. It is expected that a decision in regard to this question will be published in the near future.

Demurrage

Average Agreement.—The Board of Railway Commissioners recently issued a judgment in connection with the question of average agreement, which was applied for by the Association several years ago. The judgment declines our application on the grounds that a man has no right to any compensation beyond the time actually used in unloading the car. In addition to this, it was also pointed out that the average agreement was discriminatory in that it could only be used by the larger consignees having the facilities to quickly unload cars.

Charge on Private Owned Cars Stored on Railways' Tracks.—Early this year tariffs were issued by the carriers providing a charge of 50c per day to cover storage of private-owned cars on railway companies' tracks. The tariff was so worded as to indicate that these cars would be assessed the amount over and above the regular demurrage charges. The question was placed before the Canadian Freight Association, who immediately issued instructions to withdraw the charge.

Free Time, Export Traffic.—Effective January 1st, 1920, all lines joined in the arrangement at North Atlantic Ports for the establishment of a free-time period, fifteen days, on export traffic and guarantee of the steamship companies to assume demurrage when they were responsible therefor.

Liability for Charges Accruing Due to Strikes in Consignee's Plant.—The labor difficulties at Winnipeg last May resulted in the tying up of a lot of cars on the sidings of consignees, and in the yards of railway companies for a considerable period. The railway companies billed the various consignees with these charges. The question was then taken up and it was agreed by the Canadian Freight Association on behalf of the carriers that the charge would be $1 per car per day, rather than the sliding scale in effect at the time. The contention of the consignees was that they should not be compelled to pay any demurrage, as it was absolutely impossible through no fault of theirs, to unload these cars. The matter was placed before the Board of Railway Commissioners, and they ruled that as the carriers were agreeable to $1 per car per day they were willing to accept that basis.

This question again came under consideration in connection with a case brought up by a member at Welland in the shipbuilding business. The question was submitted to the Board of Railway Commissioners on April 20th, and decision is expected in the near future.

Export Trade

Rates from Maritime Provinces to Montreal.—Members in the Maritime Provinces took up with the Department the question of establishing export rates on commodities moving from that territory to Montreal during the summer period, in order that they might be placed on an equality with members located in Ontario, or on a similar basis to members in Montreal who used the winter ports of St. John and Halifax. The question was given careful consideration, and the railways established several rates. They intimated, however, that they did not wish to establish a general scale, as there did not appear to be at the time very much traffic involved. Assurances were given that where a member can show that they have business in view, the railway company will give every consideration to the establishment of a rate.

Ocean Rates.—In report of the Committee at Toronto last year, the ocean rate situation was spoken of, and it was stated indications were there would be a drop in these rates in the spring of 1920. Late information received on this

subject indicates that this condition is developing in all trade routes, except United Kingdom and Spain. In the English shipping circles it is felt that the highest level of freight rates has been reached, and there is now likely to be a pronounced downward tendency. Very few time charters are being entered into, which is a clear indication of the present situation, and what may be expected for the future.

Steamship Service.—During the year the Canadian Government Merchant Marine have extended their services, and now four boats are in the service between Vancouver and Australia and New Zealand, as well as services to South America, West Indies and United Kingdom. The Elder-Dempster Co. have also inaugurated a service to West African ports. The Canadian Government Merchant Marine are considering the question of opening a service between Pacific Coast ports and West Coast of Mexico, South and Central America.

In connection with the establishment of services from the Pacific Coast to Australia and New Zealand and West Coast of Mexico, etc., the committee appreciates the efforts put forward by Mr. Dalton, Secretary of our British Columbia Division.

Freight Charges

Three Per Cent. Tax in United States.—Early in October, 1919, The Treasury Department of United States Internal Revenue issued decisions in connection with the regulations governing this tax, requiring the filing by shippers in the United States of temporary exemption forms, supplemented by certificate of exportation. Considerable confusion arose in regard to this question, and the matter was eventually taken up with the Treasury Department of Washington by the National Industrial Traffic League, who secured the cancellation of these decisions, allowing the movement of traffic from United States into Canada, provided such traffic was covered by through bill of lading, without the necessity of filing any forms.

Freight Classification

Applications.—A number of applications have been considered by the Department during the past year. The following have been disposed of:

Bumper guards or rails.
Graphite.
Pump jacks.
Tub stands.

while the following are still under consideration:

Boots and shoes—rubber, felt and leather.
Cocoa shells.
Filing cases and supplies.
Gelatine.
Ladders, swings, baking and ironing boards.
Machines, washing, with water motor.
Staples, wire.
Steel vats, cheese.
Trucks, warehouse.

Proposed.—The Canadian Freight Association have only submitted one Supplement during the past year, proposed Supplement 13 to Classification 16. A few items in this Supplement were considered at a meeting in Montreal in January, and certain modifications arranged for members. The Supplement is now before the Board of Railway Commissioners for its approval, and will probably be placed in effect at an early date.

New Classification in United States.—Consolidated Classification No. 1, which combines the various items and ratings contained in the Official, Western and Southern Classifications of the United States, was allowed to take effect on January 1st, 1920. This document, while it still contains different ratings for the different classification territories, is practically uniform as regards the wording of the items, and the conditions regarding packing, etc. The rules in this classification are in practically every case general. That is, they apply all over the United States. It is interesting to note that rule 10, the mixed carload rule, is to a great extent similar to old rule 10 of Official Classification, and allows the shipment in mixed carloads of all traffic at the highest carload rate and highest minimum weight. This is also similar to the rule in effect in Canadian Freight Classification 16, between points in Eastern Canada.

Freight Rates

Class Rates.

(*a*) Between points in United States (Central territory) and points in Eastern Canada:

The Canadian lines have been for some years endeavoring to secure a more scientific basis of class rates applying on business moving from points in the United States, roughly, west of Pittsburg and Buffalo to Chicago and north of the Ohio River to points in Eastern Canada and in the opposite direction. Accordingly, they filed a tariff effective on February 29th, 1920, embodying what they consider an equitable and reasonable readjustment. The effect of this readjustment was to materially advance some points, notably Montreal from Pittsburg, and reduce others, notably rates to points north of Toronto.

(*b*) From Vancouver to points in British Columbia and Prairie Provinces:

A readjustment of these rates has been given careful consideration. It would appear that the judgment of the board in the western rates case conflicts in two sections. In one place it is stated that the rates from Vancouver to points in British Columbia and the Prairie Provinces should be on the same ratio as those rates applicable from Fort William to points in the Prairies and British Columbia. In another section of the same judgment a comparison is submitted, showing the rates which the board desired placed in effect in accordance therewith. These rates, however, are not on the same *ratio* from Vancouver as from Fort William. The question has been given careful consideration, submitted informally to the Board of Railway Commissioners and the railway company, but as yet it has been impossible to satisfactorily dispose of it. Further efforts are being made, however, to secure disposition at an early date.

(*c*) Joint rates between C.P.R., G.T.R., and C.N.R. in Eastern Canada:

The Board of Railway Commissioners issued Order No. ..... requiring the railway companies, effective October 1st, 1919, to publish joint class rates on the basis of one line rates plus certain arbitraries. The railway companies failed to carry out this order, and three days after the effective date applied to the board for postponement and further consideration of this whole question. The board accordingly set the question down for hearing, at which the Association was represented. At that time, the railways intimated that in view of the Grand Trunk being taken over by the Canadian National Railways, this order should not become operative, as the conditions would be materially changed, and might accordingly require a difference of treatment. The board, under date of.....issued Order No....., rescinding its former order. It is stated that this is done for the purpose of clearing the records of the board. The question to be held in abeyance pending some arrangements *re* the Grand Trunk.

Commodity Rates.—Special commodity rates in connection with different commodities were considered by the Depart-

ment during the year. The following list and general idea of the territory covered will show what is involved:

Agricultural implements, eastern to western Canada.
Barytes, Connaught to Toronto and Montreal.
Canned goods from canning centres in Ontario to points east of Montreal.
Ferro Silicon, from Welland, Thorold, Ont., and Shawinigan Falls, Que., to consuming centres in eastern Canada.
Agricultural limestone from Kirkfield, Ont., to various points.
Iron and steel from Selkirk, Man., to points in eastern Canada.
Leather from tanning centres to various warehouses in eastern Canada.
Logs from various points in New Brunswick to Moncton.
Paper from various paper mills to consuming centres in eastern Canada.
Rubber boots and shoes, from eastern Canada to Vancouver.

It might be well to point out, in connection with agricultural implements, that a very material reduction was made in rates from eastern Canada. In fact, the rates were placed on the same basis as those applicable from Chicago.



Burton S. Harris
Massey-Harris Co., Limited, Toronto
Chairman, 1919-20, Transportation Committee
Re-elected Chairman for 1920-21

In regard to the rates on paper, it would be well to point out that this involved a proposal of the railway companies to materially increase the rates on various lines of paper. The question was given careful attention, and the carriers' proposal considerably modified.

Railway Legislation

Canadian National Railway Act.—In the last session at Ottawa, the Government passed the Canadian National Railway Act. This Act was referred to in the report of the Committee last year. One of the clauses in this Act places the Government Lines under the jurisdiction of the Board of Railway Commissioners. However, this cannot become operative until the Governor in Council issues an Order in Council, transferring the management of the Government Lines to the Canadian National Railways. This has not as yet been arranged, so that Canadian Government Railways are not as yet under the jurisdiction of the Board of Railway Commissioners.

Railway Act, 1919.—This Act became effective in July last year, and in some respects improves the power of the Board of Railway Commissioners. These features have already been dealt with and members are fully aware of the changes.

House of Commons Bill No. 3.—This Bill, having for its purpose the placing of water carriers under the jurisdiction of the Board of Railway Commissioners, has been submitted by Mr. Armstrong, member for East Lambton. This is similar in its purpose to that of Bills which have been submitted on numerous occasions in the past few years. The Association has opposed the passage of such a measure, as it would be very detrimental to our members, in that it would remove the only competitive rate situation which we have at the present time.

Special Services and Arrangements Incidental to Transportation

Milling in Transit of Grain.—The proposed increase in the stop-off charge from one to two cents per hundred pounds, referred to in the last report as having been postponed by the Board of Railway Commissioners, is still under suspension. The millers requested that they be allowed to enter their submissions, and counsel was retained for this purpose. Owing to other engagements, however, he was not able to prepare the brief on this question until recently. It is expected that as soon as this brief has been filed with the Board, this whole question will be given immediate consideration by that body.

In eastern Canada, the railway companies, after hearing before the Board of Railway Commissioners, were allowed to place in effect new rules governing the keeping of records, etc., in regard to milling in transit of grain. So far no complaints have been received as to difficulties experienced in keeping of these records.

Refrigerator and Heated Car Service.—By decision recently handed down by the Interstate Commerce Commission, a new tariff, known as "Perishable Protective Tariff No. 1," has been allowed to take effect, with certain modifications from proposals made by the railway companies. The new tariff, in a number of cases, advances the heated car charge.

The heated car service charges in Canada were recently increased by one-half cent per car per mile. This action was taken after full consideration by the Board of Railway Commissioners, and in view of the evidence submitted it was shown that the actual cost of this service in some cases was higher than 1½c. per car per mile.

Dressing, Sawing, Kiln-drying or Sorting Lumber.—The carriers proposed to make considerable changes in the rules and charges governing this service, but after giving the matter full consideration, a meeting was held in July, between carriers and shippers, and the carriers promised to take the matter under further consideration. As yet nothing has been done towards interfering with the rules.

Telegraph and Telephone

Telegraph.—The telegraph companies made an application to the Board of Railway Commissioners for an increase in their tolls. From the figures which they supplied, it would appear they were justified in asking for an increase. As to the amount, however, this question was left with the Board of Railway Commissioners. Certain features in regard to the blanket charge in Ontario and Quebec were elaborated upon. It is expected the Board will rule on this question at an early date.

Telephone.—The telephone companies' application for increase in rates was given consideration by the Board of Railway Commissioners and an increase granted, although somewhat modified from that shown in the application.

Terminal Facilities and Services

Local Switching.—Notwithstanding the statement of the former Chief Commissioner, that the carriers should not change the basis of local switching rates, they were nevertheless allowed to place in effect on November 1st, 1919, new local switching rates, making very radical departures from practice formerly in effect, involving as well a general increase in all the rates. The number of special items which have had to be added to the tariff since that time have proven, beyond a doubt, that the claims made by the shipping public were in accordance with the facts.

Siding Agreements.—Agreements on behalf of the Iona Gypsum Company, Iona, N.S., and Miller Bros., Glen Miller, have been considered during the year. The Department was able to give assistance in connection with the Iona siding in the way of having the work on the siding completed. In connection with the siding at Glen Miller, the question was that of rental, and a very material reduction was secured through the fact that the siding was originally constructed under conditions which did not admit of the higher charge.

Weighing

Track Scale Allowances.—The Board of Railway Commissioners issued a decision in connection with the question of track scale allowances. This matter has been before that body since 1911. At that time the carriers proposed to eliminate all allowances and provide only an allowance of 500 pounds on stakes, etc. These tariffs, however, were postponed, and the Board held numerous hearings, securing considerable information from both the carriers and the shippers. It was admitted by the shippers at the time of the hearing that 800 pounds would possibly cover the maximum in some cases so far as they were concerned, whereas the carriers thought the maximum should not exceed 500 pounds. It is interesting to note that the Order of the Board allows on certain commodities a maximum of 650 pounds. Generally speaking, however, the maximum is 500 pounds. The tariff containing these new allowances has now been published, to take effect on May 25th.

Express

Classification.—The Department was instrumental in assisting certain manufacturers in securing a reduction of one-half class in the rating on incandescent lamps shipped by express.

The express companies have recently suggested that the rating on millinery, and other light and bulky goods, subject to Rule 16 of the Express Classification, be advanced to three times first class. They are now rated first class. The question is under consideration at the present time with the millinery trade.

Increase in Rates.—The Board of Railway Commissioners allowed, effective September 1st, an increase in the merchandise rates covering express traffic, disallowing the application of the express companies for increase in the so-called commodity rates, which apply principally to foodstuffs. In addition to the above, the decision also established an allowance to be made at points where cartage service is not maintained, as well as establishing a basis for the delivery limits. Another feature was the question of stating the rates in tariffs. The Board adopted the proposal of the express companies to arrange the rates in what are known as block tariffs.

It has recently come to the attention of the Department that the express companies contemplate applying to the Board of Railway Commissioners for a further increase in their rates. It is understood they intend to ask for an increase in their commodity rates, which was denied them in their former application. It is claimed that they have not secured anywhere near the amount they expected from the increase allowed by the Board.

BURTON S. HARRIS, *Chairman.* — S. B. BROWN, *Asst. Manager, Trans. Dept.*

J. E. WALSH, *General Manager.*

Adoption of Report

The report of the Transportation Committee was read by the General Manager, Mr. J. E. Walsh. Referring to page 12 of the report, and to the heading "Railway Legislation," Mr. Walsh said: "That, of course, is confined entirely to the old Intercolonial Railway. It was not under the jurisdiction of the Board of Railway Commissioners, although the Government have power under this Act to pass an Order-in-Council, and I think possibly a resolution will be introduced before we adjourn asking that such action be taken. The Canadian National Railway is, however, under the control of the Board of Railway Commissioners."

THE VICE-PRESIDENT: "You have heard this splendid report of the Transportation Committee. It has been moved by Mr. A. Davis (Newmarket), seconded by Mr. A. D. Ganong, St. Stephen, N.B., that this report be adopted. If there is no discussion, gentlemen, I will put the motion"

MR. F. J. CAMPBELL (Windsor Mills): "I don't know if it is in order, but in regard to the scarcity of the car supply, there are times when the railways give instructions for cars to be sent to the West for grain, and I think it is series 101,000 they sent up. We had some of those cars in our yard recently, and wanted to load for Winnipeg, and the railways refused to allow us to load these cars, although they were going to the West for grain. Does not that seem unreasonable? Has any attention ever been called to that, Mr. Walsh?"

MR WALSH: "Cars are usually sent West about July for moving grain."

MR. CAMPBELL: "Shouldn't they be sent loaded if possible?

MR. WALSH: "They are very anxious to get loads if they can. That is one of our difficulties in connection with the moving of coal. They encourage the movement of coal from the head of the lakes in order to get loads for their cars West, but I think the situation is improving very materially in regard to cars."

The Vice-President then put the motion to adopt the report of the Transportation Committee, which, on a vote having been taken, was carried, and the report declared adopted.

The Ontario Cement Co., Limited, Brantford, are dismantling their plant at Blue Lake and moving the equipment to Beachville. They expect to have their mill at the latter point in operation in the early fall.

The Townsley Manufacturing Co., Limited, manufacturers of lightning arresters, ventilators and barn equipment, Brandon, Man., are increasing their capital in order to enlarge their plant, as they are finding it too small for their requirements. They have sold sufficient stock to enable them to start immediately on the enlargement.

Tariff Situation Thoroughly Discussed

Official Records Show That There is Not One Country in the World To-day Making Any Pretension to Industrial Development That is Without a Protective Tariff—Where Canada Stands in Tariff Matters

Report of the Tariff Committee

YOUR Committee submits as a preface to this Annual Report, a summary of the more important tariff legislation in various industrial countries of the world during the past year.

Following the armistice, industrial countries, especially those that had been engaged in the war, took precautions to safeguard their home markets against a deluge of foreign goods, in order that their demobilized soldiers and war workers could secure employment in their own countries.

In the United Kingdom import embargoes that had been in effect during the war were continued and increased, with the result that manufactured goods from other countries were practically barred out of the United Kingdom. Later, this system was relaxed in respect to the products of the British Overseas Dominions entering the United Kingdom; and, recently, the majority of the remaining restrictions were removed. The United Kingdom, notwithstanding statements to the contrary, is not a free trade country. She now applies various protective duties, and has a measure before Parliament designed to prevent dumping, arising from exchange depreciation or other causes. During his budget speech in the House of Commons on April 19th last, the Honorable Austen Chamberlain, Chancellor of the Exchequer, stated that the United Kingdom had raised during the year ending March 31st, 1920, the sum of £149,360,000 from customs duties imposed on goods imported into the United Kingdom. That is, every resident of the United Kingdom paid a customs tariff tax on the average of about $16 last year. In Canada last year the average per capita tariff tax, including the war tariff, now removed, was about $23, or, without the war tariff, about $19.50. Yet, some people describe Great Britain as a free trade country and Canada as a high tariff country.

In other leading European countries protective tariffs were considerably increased. France increased her tariff rates during the past year, on most goods, by amounts varying from ten to three hundred per cent.; and as late as April 28th, 1920, she announced a new and extensive list of prohibited imports. Italy, Switzerland, Austria, Spain, Roumania and the Balkan States have made general increases in their tariffs. Present despatches show that still higher protection is being provided in most of these countries, and especially in France, Italy and Spain.

The most recent example of an increase in tariff protection is afforded by Australia. Previous to the war, Australia had a protective tariff of a moderate type, and imported a great deal of manufactured goods in payment for the exportation of her raw materials; consequently, her manufacturing industries did not reach a high stage of development. The result was that Australia suffered severely during the war because, owing to her isolated position, she could no longer import from Great Britain and those other countries the manufactured goods which she had been in the habit of getting. She is determined that this experience will not be repeated, and that she must build up her own industries. To this end a tariff was introduced on March 24th, 1920, which is highly protective in character.

In South America, all countries have tariffs designed not only for the purpose of producing revenue, but also to provide a reasonable measure of production for home industry. Japan has now in operation a high protective tariff. As for British countries outside the United Kingdom, all have tariffs that are protective in character, with the exception of Eastern countries, such as India and the Strait Settlements, which almost wholly operate under revenue tariffs.

Official records show that there is not one country in the world to-day making any pretentions to industrial development that is without a protective tariff. Further, while the statistics showing the collections under these tariffs are not yet available, your Committee makes a conservative statement of fact in saying that the Canadian customs tariff as it stands to-day is not a high tariff, and that in comparison with tariffs of other countries it is very moderate.

The total value of all free importations into Canada during the fiscal year ended March 31st, 1920, was $370,872,966;

The total value of all dutiable importations into Canada during the same period was $693,643,211;

The total amount of duty collected during the said year was $187,520,613;

Included in the foregoing is the customs war tariff duties, which, for the said year, amounted to a total of $31,369,296;

The average rate of duty, including the war tariff, on all dutiable importations was 27.03 per cent. over the same period;

The average rate of duty on all dutiable importations, less the customs war tariff collections, was 22½ per cent.;

The average rate of duty, including the war tariff, on all importations, free and dutiable, for the same period, was 17.61 per cent.;

The average rate of duty on all importations, free and dutiable, after deducting the customs war tariff collections, was 14.66 per cent.

On the 18th day of May, 1920, the customs war tariff rates were completely removed by Parliament. While the leading industrial countries of the world were increasing their tariffs, Canada reduced her general tariff by 7½ per cent., and her British preferential tariff by 5 per cent. Surely, in view of the world-wide increase of tariffs, the national welfare of Canada requires the remaining safeguards provided by her customs tariff as it now stands.

The reasons that have led other industrial countries enumerated above to maintain or increase the protection afforded by their tariffs to their own countrymen are the same reasons that convince your Committee of the wisdom of maintaining adequate safeguards for Canadian industry, agriculture, industrial workers, business men, and all other classes of the population. Under this policy Canada has grown in the last forty years to be a great industrial country. At the present time over two million Canadians depend directly on the factories of Canada for their living. This

year the value of goods made in Canadian factories will be about four billion dollars. When we include those engaged in businesses and professions which depend entirely or in part upon manufacturing for their welfare, we find that over one-half the population of Canada get their living directly or indirectly from the factories of Canada. When it is considered that eighty per cent. of all the products of Canadian farms is consumed in Canada, it follows that the agricultural population is also vitally concerned in the prosperity of Canadian factories. Agriculture is in the most flourishing condition to-day that it has experienced in its entire history in this country. Statistics, although valuable, are unnecessary to prove this statement. It is a truth beyond dispute, and all citizens of Canada rejoice that it is a truth. It has been argued that our remarkable industrial growth has tended to direct rural population to the cities and towns, but those who advance this argument do not attempt to explain the fact that the same complaint is heard in the British Isles and other countries which have widely varying fiscal systems. In any case, it is more desirable to have Canadians leave the country districts to work in Canadian cities than in United States cities, where they were forced to go in large numbers before the establishment of the National Policy, which was the foundation of our industrial system.

This Dominion's tariff legislation, designed for national development, must be affected by the fact that every great industrial nation to-day throughout the world operates under protective tariffs. Each of these countries fences its borders by protective laws for the purpose of safeguarding the interests of its own industrial workers. With every great trading nation guarding its own commercial interests by protective customs tariffs, it would be impossible for Canadian factories to continue in existence without a tariff which would secure to them a large output for the domestic market. The natural resources left in the world seem to be growing smaller, and Canada has more left than the majority of other countries. Consequently, it seems reasonable that we should try to develop our raw material and carry it to the most advanced stage of manufacture before exporting it, in order to provide work for our own people, and to produce the largest national wealth.

The Fathers of Confederation, for the purpose of developing this Dominion and connecting it more directly with other British countries, sought to consolidate our interests on the lines of trade moving east and west within the Dominion.

Since the beginning of our history, Canadian transportation system has run east and west, forming one of the links connecting this country and other countries of the British Empire. We have invested hundreds of millions in our east and west transportation system; and free trade between this country and the United States would inevitably deflect a great proportion of traffic north and south, to the benefit of United States transportation and a consequent loss to Canadian transportation.

The overwhelming commercial weight of the United States, coupled with our geographical position in relation to that country, must be considered in framing all trade legislation affecting this Dominion's national growth and development. That country, with a population of 110,000,000, buys from this country of 8,000,000 people only about one-half the value of the goods which it sells us. Our exports to the United States and imports from the United States each year since 1907 follow:—

Value of Imports from United States.		Value of Exports to United States.	
Fiscal Year.	Amount.	Fiscal Year.	Amount.
1907 (9 mos.)...	$155,943,029	1907 (9 mos.)...	$79,021,480
1908	210,652,825	1908	113,520,500
1909	180,026,550	1909	92,604,357
1910	223,501,809	1910	113,150,778
1911	284,934,739	1911	119,396,801
1912	356,354,478	1912	120,534,634
1913	441,141,562	1913	167,110,382
1914	410,786,091	1914	200,459,373
1915	428,616,927	1915	215,409,326
1916	398,693,720	1916	320,225,080
1917	677,631,616	1917	486,870,690
1918	791,906,125	1918	441,390,920
1919	746,920,654	1919	477,745,659
1920	802,096,817	1920	464,029,273

Last year each inhabitant of the United States bought $4.21 worth of Canadian goods, while each Canadian bought $102.62 worth of United States goods.

The United States, even under the present customs tariff, which represents the policy of the United States low tariff (Democratic) political party, still highly protects those industries which need such protection as a safeguard for development; and we must not forget that even those manufactured articles which now enter the United States free of duty will probably be protected if the Republican party is returned to power. Thus, no Canadian industry can afford to make investments based on the possibility of access to the United States markets. All investments of Canadian industries must be made primarily with the view to east and west trade within the Dominion, and to export trade with other British Dominions which favor British products with tariff preferences. It is the Canadian tariff which has caused large numbers of United States industries to establish branch factories in this country; and these branch factories now number over six hundred and employ over 87,000 Canadian people.

The policy of this Association to-day is what it always has been, viz.: There should be a Canadian customs tariff adequate to conserve and develop our natural resources, to encourage the exportation of our raw materials in the most advanced stages of manufacture, to attract immigration, to safeguard present industries and investments, to encourage the establishment of new industries, to provide employment for the Canadian people, and to continue the development of Canada as a great country within the British Empire.

Tariff Revision

The Canadian customs tariff was revised last in 1906-7. During thirteen years of great industrial development, including the war period, many inequalities crept in which should be removed. It must be remembered, too, that manufacturers are heavy importers of such articles as materials, equipment and machinery which are subject to revenue duties, and consequently pay a great portion of the total duties collected. As it has been the custom of Governments to revise the tariff every ten years, our tariff revision is more than three years overdue, and the tariff should be revised as soon as international industrial conditions approach reasonable stability.

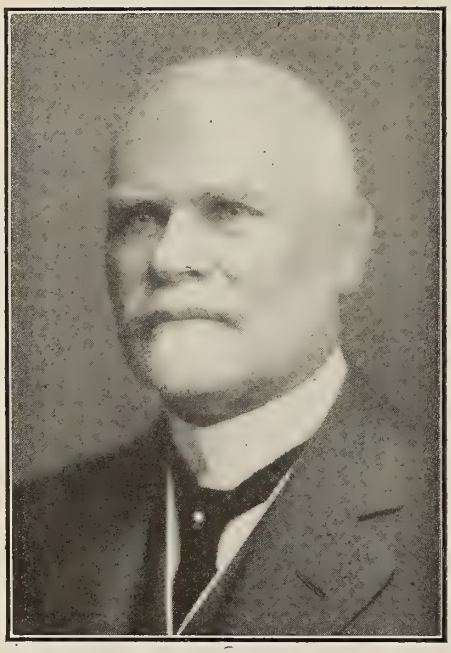
In regard to tariff revision, the Association recorded its position in the following resolution passed at the last annual general meeting:

"Whereas, demands are made at frequent intervals by various sections of the Canadian people for radical changes in the Canadian customs tariff, and

"Whereas, such demands prevent the determination of the settled policy that is necessary for the development of industry and trade, and cause depression in business, unemployment, and imperial invested capital, and

"Whereas, it is of vital importance that all industry should have reasonable assurance of stable conditions which will not be adversely and suddenly disturbed by unexpected and imperfectly considered tariff legislation;

"Therefore, be it resolved, that the Canadian Manufacturers Association in annual meeting assembled in Toronto, on June 12th, 1919, respectfully urge the Dominion Government to appoint a permanent tariff board, acting in an advisory capacity to the Government, which will make a scientific study of the Canadian customs tariff and the tariffs of other countries with whose products Canadian producers are forced to compete, familiarize itself with costs of production at home and abroad, investigate the nature and probable national effect of all requests for tariff changes, and endeavor to frame a tariff that will serve the best interest of Canada, and thus assure the harmonious and all-round development of the country."



Hon. E. J. Davis
Davis Leather Co., Limited, Newmarket
Chairman, 1919-20, Tariff Committee

Your Committee submits that this is a reasonable attitude to take in regard to the proposed revision in the interests of all concerned.

Proposed Tariff Changes

Although the Association is a non-political body and includes within its membership manufacturers of various political parties, your Commttiee feel it their duty to draw attention, as a matter of information, to the following official tariff policies which have been declared by the organizations indicated—

(1) By the Canadian Council of Agriculture:

"Therefore be it resolved that the Canadian Council of Agriculture, representing the organized farmers of Canada. urges that, as a means of remedying these evils and bringing about much needed social and economical reforms, our tariff laws should be amended as follows:

(*a*) By an immediate and substantial all-round tariff reduction of the customs tariff.

(*b*) By reducing the customs duty on goods imported from Great Britain to one-half the rates charged under the general tariff, and that further gradual, uniform reductions be made in the remaining tariff on British imports that will ensure complete free trade between Great Britain and Canada in five years.

(*c*) That the reciprocity agreement of 1911, which still remains on the United States' statute book, be accepted by the Parliament of Canada.

(*d*) That all foodstuff not included in the Reciprocity agreement be placed on the free list.

(*e*) That agricultural implements, farm machinery, vehicles, fertilizers, coal, lumber, cement, illuminating fuel and lubricating oils be placed on the free list, and that all raw materials and machinery used in their manufacture also be placed on the free list.

(*f*) That all tariff concessions granted to other countries be immediately extended to Great Britain.

(*g*) That all corporations engaged in the manufacture of products protected by the customs tariff be obliged to publish annually comprehensive and accurate statements of their earnings.

(*h*) That every claim for tariff protection by any industry should be heard publicly before a special committee of parliaments."

(2) The Tariff resolution carried at the convention of the Liberal party in Ottawa, on August 6th, 1919:

"That the best interests of Canada demand that substantial reductions of burdens of customs taxation be made with a view to the accomplishing of two purposes of the highest importance;

First—Diminishing the very high cost of living, which presses so severely on the masses of the people;

Second—Reducing the cost of the instruments of production in the industries based on the natural resources of the Dominion, the vigorous development of which is essential to the progress and prosperity of our country.

That to these ends wheat, wheat flour and all products of wheat; the principal articles of food; farm implements and machinery; farm tractors, mining, flour and saw-mill machinery and repair parts thereof; rough and dressed lumber; gasoline, illuminating, lubricating and fuel oils, etc.; nets, net twines and fishermen's equipments; cements and fertilizers, should be free from customs duties, as well as the raw material entering into the same.

That a revision downwards of the tariff should be made whereby substantial reductions should be effected in the duties on wearing apparel and footwear, and on other articles of general consumption (other than luxuries) as well as on the raw material entering into the manufacture of the same.

That the British preference be increased to fifty per cent. of the general tariff.

And the Liberal party hereby pledges itself to implement by legislation the provision of this resulution when returned to power."

British Preferential Tariffs

Your Committee during the past year have been governed by the following resolution which was adopted by the Canadian Manufacturers Association at its last annual convention:

"Whereas, Canada was the pioneer amongst British countries in providing customs tariff preferences for imports of British products, and

"Whereas, the policy of customs preferences, designed to develop and consolidate Imperial ties of sentiment and trade, is now finding favor with other British countries and is being advocated by them, and

"Whereas, the British tariff preferences provided by the Dominion of Canada are more extensive than the preferences provided in the fiscal policy of any other British country;

"Be it resolved that the Canadian Manufacturers Association in annual meeting assembled in Toronto on June 12th, 1919, earnestly petition the Dominion Government to exercise its influence to hasten the adoption throughout the Empire of substantial customs preferences for Empire products, corresponding to the preferences now provided in the customs tariff of Canada."

In June last, the 5 per cent. war tariff, which has applied since early in 1915 against imported goods produced in British countries was completely removed by Parliament.

This 5 per cent. war tariff on British goods was a war-time measure and its removal followed quickly after the termination of hostilities.

The British tariff preference and exchange conditions unite to encourage importations into Canada form the United Kingdom. Their shipments to us for January, February and March, 1920, respectively, were in each month greater in value than in any previous month in the past history of this Dominion. For over twenty-three years the customs tariff of this Dominion has provided substantial preferences to the products of British countries—averaging one-third lower than the customs duties payable on similar goods of foreign production. Canada was the first British country to adopt the preferential tariff principle. The benefits of this pioneer work will not reach full achievement until the policy is generally adopted throughout the British Dominions. New Zealand is the only country so far that has reciprocated whole-heartedly the spirit of the Canadian preferential tariff system. British South Africa and certain of the smaller British West Indies have granted minor preferences on a limited list of British products. But the desire to develop and maintain, to strengthen and consolidate, to foster and increase the national ties between British Dominions now seems to be tending surely toward the general adoption of preferential tariffs for British goods. The United Kingdom, in respect to her dutiable schedules, has extended tariff preferences to the products of the British Overseas Dominions, effective September 1st, 1919. The South African Government has announced that its tariff will be revised upward, and recent despatches state that there will be a wider margin of tariff preference for the products of British countries. In announcing the recent tariff changes in the Australian Commonwealth Parliament, the Minister of Customs stated that his Government was taking power to extend the Australian tariff preferences to British Overseas Dominions; and now Jamaica, Ceylon, British India and Malta, which never before expressed encouragement toward the principle of tariff preferences, are engaged upon the study of their schedules with the aim of extending preferences to the products of other British Overseas Dominions. In this connection, attention is drawn to the following table which shows the purchases and sales made by Jamaica with Canada, the United Kingdom and the United States:

Jamaica's purchases from Canada, the United Kingdom, the United States and other countries, are in the following ratio:—

	1877 %	1887 %	1897 %	1907 %	1917 %
Canada	13.9	6.6	7.2	5.5	6.7
United Kingdom ...	50.7	62.0	46.7	47.4	19.5
United States	31.6	28.3	43.3	43.6	70.1
Other countries	3.8	3.1	2.8	3.5	3.7

Jamaica's sales to Canada, the United Kingdom, the United States, and other countries, are in the following ratio:—

	1877 %	1887 %	1897 %	1907 %	1917 %
Canada	.005	1.31	1.11	7.88	15.03
United Kingdom ...	79.46	38.62	25.97	22.37	45.20
United States	15.04	43.93	57.96	55.60	28.22
Other countries	5.31	16.12	14.93	13.12	11.25

It will be seen from the foregoing that Jamaica's purchases from British countries have been steadily dwindling. Over 70 per cent. of her requiremnets are now purchased in the United States. On the other hand, the sales of Jamaican products to British countries have been steadily increasing, so that now the greater proportion of her sales are to British countries. The products of any British country entering Jamaica are subject to the same rate of duty as would apply on like goods entering Jamaica from the United States. On the other hand, Jamaican products entering Canada are admitted throughout at the lowest British preferential tariff rates provided in the tariff of Canada.

On the whole, prospects seem bright for the general extension of British preferential tariff systems throughout British countries. Such an arrangement amongst British Overseas Dominions would correspond with the policy followed between the United States and United States' overseas countries, including Cuba. A similar policy is followed toward their respective possessions by France and Italy, and was followed by Germany.

Tariff preferences would overcome the handicaps upon the exports of Canadian products. Import duties as collected in Australia apply upon higher values, in many instances, in respect to shipments from Canada, than upon like shipments from the United States. The tariff of Australia consists largely of percentage duties. These duties are assessed upon the value of imported goods as sold for home consumption at the time and place whence shipment is made directly to Australia, plus freight thence to the port of exit from the exporting country, and the whole, plus ten per cent. New Zealand appraises importations similarly for duty purposes. South Africa appraises importations on the same basis, but without adding the ten per cent. The home selling price in Canada is higher on a large number of groups of commodities than the United States' home selling price on like goods, caused by our higher manufacturing costs, owing to revenue duties on imported materials, equipment and supplies of a kind not obtainable here. Thus, goods shipped from Canada into such British Overseas Dominions are assessed duty on a higher valuation than would apply on like goods shipped thereto from the United States. This results in a larger sum in duties being payable on the same goods shipped from Canada than would be payable on the same goods shipped from the United States. But, as already stated, tariff preferences would overcome these handicaps, while allowing each great British State to build up its own self-supporting fiscal system.

Dumping Due to Depreciation in Exchange

Your Committee point out that the War Measures Act will automatically be repealed when peace is finally signed and proclaimed. The result will be that a foreign country, in which there has been a great depreciation in exchange, may be able to dump manufactured goods in Canada at less than the cost of production of similar goods in Canada, notwithstanding that duty is assessed on the par value of the currency of such country.

Your Committee has recommended that the Government should take the necessary power to restrict the importation, by prohibition, or the payment of counter-balancing fees under license, of all, or of specified goods produced in a foreign country, on being satisfied that the depreciation in foreign currency is likely to cause sales in this Dominion of the products or manufactures of that country, in substantial quantities at prices considerably below those at which similar articles manufactured in this Dominion can be sold.

Value for Duty; Depreciated Foreign Currencies

When sterling in New York was at $3.69 the tariff of Canada against British goods was practically eliminated: and only the enormous world demand for the products of United Kingdom factories, under conditions which clearly are temporary, prevented the flooding of our markets with shipments of goods from the United Kingdom. Evidence of

this fact is found in the imports from the United Kingdom for January, 1920, which exceeded in value all such importations in any previous month of our history. As sterling falls in New York the conditions are accentuated. And if the value of sterling were determined for duty purposes by the exchange rate, customs duty would be collected on lower values than the fair market value of the goods as sold for "home" consumption in the United Kingdom. This would be contrary to the Customs Act of Canada; but if the concession could be, and were, granted, the loss in customs revenue would be very great. Moreover, it cannot be contended that transactions for "home" consumption in the United Kingdom are appreciated in price to the extent or in correspondence with the depreciated value of sterling in Montreal. This can be realized at once by consideration of our own condition for transactions in general for "home" consumption in Canada are not appreciated in price to the extent or in correspondence with the depreciated value of the Canadian dollar in the United States. The basis of sterling, the franc and the lira, still is gold, and it is to the interests of Canadian importers that there should be a settled basis for the valuation of imported European goods. If the rate of exchange were to be allowed in calculating the value for duty, it is probable that no two importers of the same goods would pay the same amount of customs duties. Thus, there would be all sorts of invidious discriminations.

The action of the Customs Department of Canada in placing the same par valuation on sterling exchange which the United Kingdom attaches thereto in respect to sales for "home" consumption in that country, does not destroy, as some erroneously contend, the effect of the British Preferential Tariff of Canada. Examples of actual transactions will make this clear. With sterling in New York worth $3.69, the Canadian dollar in New York being at a discount of 13½ per cent., the value of the pound sterling in Montreal is $4.18. On this basis the customs duties, and laid down cost in Canada, on a direct importation from the United Kingdom into Montreal, as compared with a like shipment into the United States and reshipment thence to Canada, would be as follows:

From United Kingdom Direct to Montreal.

1,500 lbs. tissue paper, £200; par value, $973.00.		
Duty at 15%, British Preferential Tariff, on the par value of the pound	$145 95	
Freight and insurance, say	7 00	
Actual cost in Canadian money, with sterling at $4.18	836 00	
		$988 95

From United Kingdom into United States and Reshipped thence to Canada.

1,500 lbs. tissue paper, £200; converted at $3.69	$738 00	
United States duty at 30%	221 40	
New York brokerage or commission, say	45 00	
Freight and insurance, say	7 00	
	$1,011 40	
If reshipped to Canada, ex U.S. Customs Bond, the General Tariff Rate would have to be levied on this sum of $1,011.40.		
Canadian duty on $1,011.40 at 25%, plus 7½% War Tariff	$328 57	
Dumping duty	151 65	
Freight, New York to Montreal, say	7 00	
Exchange, 13½% on $790.00	106 65	
Laid down cost in Canada		1,383 87
Difference in favor of making direct importation from United Kingdom to Montreal		$394 92

ANOTHER CASE.

From United Kingdom Direct to Montreal.

1,000 yds. woollen cloth at £1 per yd.; par, $4,860.00.		
Duty at 30%, British Preferential, on the par value of the pound	$1,458 00	
Actual cost in Canadian money, with sterling at $4.18	4,180 00	
Freight, insurance, etc., say	100 00	
		$5,730 00

From United Kingdom into U.S. and Reshipped thence into Canada.

1,000 yds. woollen cloth at £1 per yard; converted at $3.69	$3,690 00	
United States duty, 35%	1,291 50	
New York brokerage or commission, say 5%	184 50	
Freight, insurance, etc., to New York	100 00	
Duty paid, fair market value in New York	$5,266 00	
If reshipped to Canada, ex U.S. Customs Bond, the General Tariff Rate would have to be levied on the sum $5,266.00.		
Canadian duty on $5,266.00 at 35%	$1,843 10	
Dumping duty, 15%	779 90	
Exchange, 13½% on $3,974.00	556 51	
Freight, New York to Montreal, say	100 00	
Laid down cost in Canada		7,234 01
Difference in favor of making direct importation from United Kingdom to Montreal		$1,504 01

ANOTHER CASE.

From United Kingdom Direct to Montreal.

20,000 yds. unbleached cotton fabric at 1 shilling per yd., £1,000, or (par) $4,860.00.		
Duty at British Preferential Rate, 15%.	$729 00	
Actual cost in Canadian money, with sterling at $4.18	4,180 00	
Freight, insurance, etc., say	100 00	
		$5,009 00

From United Kingdom into U.S. and Reshipped thence to Canada.

20,000 yds. unbleached cotton fabric, £1,000; converted at $3.69	$3,690 00	
United States duty at 20%	738 00	
New York brokerage or commission, say 5%	184 50	
Freight, insurance, etc., to New York	100 00	
Duty paid, fair value in New York	$4,712 50	
If reshipped to Canada, ex U.S. Customs Bond, the General Tariff Rate would have to be levied on the sum of $4,712.50	$4,712 50	
Canadian duty at 25% on $4,712.50	1,178 00	
Dumping duty	706 80	
Exchange at 13½%	536 49	
Freight, New York to Montreal, say	100 00	
Laid down cost in Canada		6,495 79
Difference in favor of making direct importation from United Kingdom to Montreal		$1,486 79

The Canadian Customs appraisement of importations from the United Kingdom, according to par value of sterling, cannot be evaded by shipment of such British goods into the United States and reshipment thence into Canada. If any overseas goods are shipped into the United States and subsequently reshipped into Canada, the Canadian Customs, under the law as it stands, has to appraise such goods according to the duty paid, open market, usual home selling price for consumption in the United States. Thus, the cost

of goods from the United Kingdom, plus carriage, insurance and other charges into the United States, including the United States duty and the profit which would accrue if sales were made in the United States, have all to be added together to arrive at the value for duty of such shipments from the United States into Canada. Also, such importations into the United States have to be entered at the general tariff rate instead of British Preferential Tariff rate. The result is that British goods cannot be shipped into the United States and reshipped into Canada except at a loss when compared with the laid down cost of like goods shipped direct from the United Kingdom into Canada. The provision in the Custom law of Canada referred to in the foregoing is Section 50, as follows:—

"The Governor in Council may provide that in the cases, and on the conditions to be mentioned in the Order in Council, goods *bona fide* exported to Canada from any country, but passing in transitu through another country, shall be valued for duty as if they were imported directly from such first mentioned country; provided that goods which have been entered for consumption or for warehouse, or which have been permitted to remain unclaimed, or which have been permitted to remain for any purpose, in any country, intermediate between the country of export and Canada, shall not be considered as in transitu through such intermediate country, but shall be treated as goods imported from such intermediate country, and be valued and rated for duty accordingly."

The regulations founded on this section appear in Customs Memorandum No. 1097-B.

If the depreciation in sterling were to be allowed for Customs duty purposes, the same principle would have to apply to importations into Canada from the allied countries and also to importations from late enemy countries. Thus, a change from the present Customs requirements, to an allowance for exchange conditions, would promote sales in this country from late enemy countries, more than from any other country.

The German mark has a par value in Germany of 23.8 cents, but is worth about one cent in Canadian money. Allowing exchange as outlined would result in an article which sells in Germany for 1,000 marks ($238) being appraised by the Canadian Customs at one cent per mark, or $10. A case in point: One grade of German lead pencils were sold for export before the war at 26 marks per gross (equal to $6.18 in Canadian money). Within recent weeks they have been offered at the same price of 26 marks to Canadian merchants. If exchange were allowed, these pencils, if imported now, would have to be appraised by the Customs at about 26 cents per gross, instead of $6.18; but 26 cents would scarcely buy the graphite used in their manufacture.

On the foregoing principle, goods purchased in Russian roubles should be appraised by the Canadian Customs as valueless, because the Russian rouble has no exchange value.

The adoption by Canada, for Customs revenue purposes, of this basis for the nominal valuation of goods from late enemy countries, would give to the products of those countries the most advantageous Customs tariff privilege for shipment into Canada that could possibly be extended to those countries by their greatest friend and ally. No single act of this country could be more pleasing to Germany than a change in our Customs law that would allow importations from Germany and Austria to be appraised to the exchange value of the German mark or the Austrian crown.

Australia absolutely prohibits importations from late enemy countries.

On January 14th, Australia issued a proclamation prohibiting the importation into the Commonwealth of:

(1) Goods manufactured or produced in or brought directly or indirectly from Germany, Austria-Hungary, Turkey or Bulgaria. Goods shall be deemed to have been manufactured or produced in Germany, Austria-Hungary, Turkey or Bulgaria, if more than 5 per cent. of the invoice value thereof has been derived from labor of persons resident in any of those countries, and the onus of proof of the country of manufacture shall be on the importer;

(2) The terms "Austria-Hungary" and "Turkey" mean those countries as existing before the war.

New Zealand likewise prohibits such importations.

The Dominion Government now has no power to prohibit or restrict importations from late enemy countries. To do this there would have to be an Act of Parliament, now that the War Measures Act has lapsed. And it is extremely improbable that any such prohibition would be authorized by Parliament.

Importations into European countries from North America are subject to the handicap of prohibitory adverse exchange rates. But an illustration of how these countries still further impede shipments from America appears in a recent order of the French Government. In this order France protects her markets by ruling American currency as being appreciated instead of her own currency being depreciated. Goods costing $1,000 in American money would have a par value of 5,208 francs. But France appraises such an importation at 11,600 francs for duty purposes. This raises the ad valorem tariff rates of France 123 per cent.

The United Kingdom applies the same rule on importations into that country from the United States and Canada.

It is a fact that in none of the European countries has there been appreciation in costs corresponding to the depreciated value of their currency in relation to the American dollar. And if such depreciation were allowed for duty purposes by this country in the appraisement of the currency of the exporting European country, the goods would not pay duty upon their true fair market value as sold for home consumption in the country of export. But the Customs law makes the value for duty of importations into Canada the fair market value as sold for home consumption in the country of export.

The exchange provisions appearing in the Customs Act of Canada were designed to meet the conditions in those countries whose currency standard is silver, such as Mexico, India, China, etc., where the value of the currency fluctuates in correspondence with the fluctuation in the price of silver.

When one considers that the depreciation of these currencies in relation to our money is so great as to far more than offset the Canadian Customs duty on imports, it is ridiculous to contend that the Customs provisions destroy or attempt to destroy the British preference and the difference in present exchange values.

Marking Country of Origin on Imported Goods

The Executive Council, on the recommendation of your Committee, has asked the Dominion Government to amend the customs regulations so as to provide that each and every manufactured article imported into Canada from any other country, including countries of the British Empire, shall be clearly marked so as to indicate definitely the country of origin.

It is recommended that the above regulation should be so worded as to strengthen the present Canadian customs regulations as to "marking", by adding provisions similar to the

following regulation in the United States' Tariff Act of 1913, which deals with the same subject:—

"F. Subsection 1. That all articles of foreign manufacture or production, which are capable of being marked, stamped, branded, or labeled, without injury, shall be marked, stamped, branded or labeled in legible English words, in a conspicuous place that shall not be covered or obscured by any subsequent attachments or arrangements, so as to indicate the country of origin. Said marking, stamping, branding, or labeling shall be as nearly indelible and permanent as the nature of the article will permit.

All packages containing imported articles shall be marked, stamped, branded, or labeled, so as to indicate legibly and plainly, in English words, the country of origin and the quantity of their contents, and until marked in accordance with the directions prescribed in this section no articles or packages shall be delivered to the importer.

Should any article or package of imported merchandise be marked, stamped, branded, or labeled, so as not accurately to indicate the quantity, number, or measurement actually contained in such article or package, no delivery of the same shall be made to the importer until the mark, stamp, brand, or label, as the case may be, shall be changed so as to conform to the facts of the case.

The Secretary of the Treasury shall prescribe the necessary rules and regulations to carry out the foregoing provision."

The Budget

An analysis of the taxation proposals, including the tariff changes contained in the budget submitted by the Minister of Finance to Parliament on the 18th May, 1920, with necessary observations and explanations, was forwarded to the membership by special circular on May 25th.

Orders-in-Council and Rulings

Notice of changes in customs regulations as effected by Orders-in-Council or by customs rulings have always been sent promptly to members primarily interested. In addition, full announcements have appeared in INDUSTRIAL CANADA each month.

During the year the Tariff Department, in co-operation with members concerned, has handled a large number of questions before the Department of Customs as to customs tariff interpretations, of questions as to value for duty of imports, of matters requiring new statistical classification, of customs seizure charges, the return of duties overpaid, and the settlement of drawback claims. Members are again reminded that the Manager of the Tariff Department is available to all members for consultation and assistance in respect to any customs matter, either foreign or domestic. In this connection it is gratifying to report that the facilities of the Tariff Department for advising on foreign tariff rates, invoice forms, etc., have been extensively used during the past few months.

All of which is respectfully submitted.

E. J. DAVIS, *Chairman.*

J. R. K. BRISTOL,
Manager, Tariff Department.

J. E. WALSH, *General Manager.*

Discussion of Report

The report of the Tariff Committee was read by Mr. J. R. K. Bristol, manager of the Tariff Department. Referring to the matter of customs on page 17 of the report, Mr. Bristol said: "I might state this provision in the Customs law is the only protection which Canadian wholesalers have under our system of government, and were it not for this provision, I am confident the Canadian wholesale trade, instead of being handled by Canadian wholesalers, would be handled by United States wholesalers and jobbers."

The report was received with applause.

MR. S. R. PARSONS (Toronto): "Mr. Chairman, I rise to move the adoption of this splendid report which we have heard with such great interest this afternoon. It appears to me that nothing could have been suggested which has not been included in that report to make clear our tariff arrangements in Canada. I think that Mr. Bristol, as manager of the Tariff Department, deserves the congratulations of this whole Association, not only on account of the splendid work which he has done throughout the years of his connection with that department, but for the particular work which has engaged his attention more than that of any other officer in preparing this report. It is certainly not only very interesting, but I think it answers in detail the criticisms that have been made throughout this country against the manufacturers and against the tariff.

Removal of the War Tax

"I am particularly glad that there is a reference to the removal of the 7½ and 5 per cent. war tax. It has been stated by certain newspapers in this country that that war tax was put on at the instigation of the manufacturers. That is an incorrect statement. The manufacturers had nothing to do with the imposition of that war tax. They accepted it just as they accept loyally any other pronouncement of the Government in connection with taxes; and it has been said that there was very serious objection on the part of certain manufacturers to the removal of that 7½ and 5 per cent. tax. Now, I think I am safe in saying, so far as the Association knows, there has been no such objection. (Hear, hear.) I would like to make that very plain and specific, because only the week before last a very influential newspaper in Canada came out with the statement that there was great opposition on the part of manufacturers to the removal of that 7½ per cent. war tax, and it may be possible that here and there a manufacturer, who is handling only certain Canadian raw materials, benefited by that extra war tax, but, generally speaking, considering the fact that very large quantities of raw material are imported, and that the war tax applied on raw materials which is less than on finished products, manufacturers were not benefited, and speaking feelingly, some of them had to stand a considerable loss on account of that imposition.

"There are one or two other suggestions made in the report, or rather they grow out of the report, and one of them seems to be this: In the public mind to-day there is a feeling that if the duties were decreased or removed there would be just so much less of a tax on our commodities. Now, it is a false view. So much money has to be raised in one way or another in this country, an enormous amount as we know now on account of our war obligation. Now, if we don't raise the money through duties, we are going to raise it in some other way, and I think we should point out to a lot of our friends who are agitating just now for the removal of the duties, or for a very large decrease in them, that it means they have to pay so much more through some other direction, some other channel; and as one who believes in the tariff and who has been assailed by many of the newspapers, and called a high protectionist and all the rest of it, which I never was, but I believe in a reasonable protection for industry which we cannot get along without—I say this, it is our duty to make clear this point that the removal of customs' duties would mean that through other channels we will have to pay very much higher taxes than we are now doing.

"Let us apply it to the farming population. The farmers of this country in population we will say are about one-half

of the whole. It has been figured out by those who have gone into statistics very clearly that, under the present customs duties, the farmers pay only from three-fifths to two-thirds as much as other classes in the community under that tariff. Now then, if the present tariff were removed the farmers would not be not only contributing their share through the customs duties; but we all know how difficult it is to get returns from the farmers by way of the Income Tax. I am right in saying so far the farmers of this country have not paid one per cent. of the Income Tax. In the United States, a country which is more thickly populated than our own, and where the Income Tax is more readily applied and more easily collected, it has been stated by the *New York Times*, that the farmers of the country have not paid more than one-half of one per cent. of the total Income Tax. That is pretty much the case in Canada. Therefore, if there be a removal of the duties which are not paid through the customs, the farmers of this country would have very little to pay.

"Now, I don't believe that that is what the farmers are aiming at at all. I believe the farmers, generally speaking, are willing and ready and anxious to contribute their fair share of all the taxes in the country, and therefore the thing that strikes me about it is that many of them are being misled, their leaders trying to make it appear that a condition exists whereby the manufacturers of this country have a tariff which enables them not only to make a profit but whatever the tariff rates are, to make that in addition just to put into their own pockets. That has been suggested over and over again. We know that is not the case; and we know that while here and there some manufacturers are making a considerable amount of money just as here and there, some farmers are making a considerable amount of money, yet the vast majority of manufacturers are only making a very, very reasonable and moderate profit, and, if it were not for the help which is afforded them by the tariff which now prevails, many of them would have to go out of business; and I feel therefore that the report which is before us to-day and which sets forth so clearly the exact position with regard to the tariff is the finest pronouncement we have ever made, and I hope it will be circulated throughout this entire country. Coming from the East to the West here our mouths have been closed and to some of us it has been a bottling up, I will tell you, that we didn't like very much, but we felt it was the wise thing to do. Now, however, Mr. President and Mr. Chairman, I take it for granted that we are no longer tied up and that we can speak freely, and I hope the pronouncement which we will make as manufacturers in this annual meeting will be of such a nature that it will help to settle and convince people throughout the country that we are not tyrants, we are not robbers, we have as much the interests of all classes of the people at heart as we have our own interests, and what we desire is, first of all, national revenue, and, secondly, employment of all men in this country."

MR. J. S. MCKINNON (Toronto): "Gentlemen, you have heard this very splendid report that has been presented by Mr. Bristol and I think a debt of gratitude might be expressed to the Hon. E. J. Davis, the Chairman of this Committee, for the splendid work he has done in connection with it. While we can pass this report, if it is your wish, I think we should all take it home and study it very carefully and properly digest it. Is there a seconder to Mr. Parson's motion?"

MR. PARSONS: "Before the motion is seconded, will you allow me to say it has been suggested that the figures which I gave now as having been prepared by certain statisticians, that the farmers contributed two-thirds to three-fifths of the amount of the tariff only related to this, that for instance the other classes of the population paid 100 per cent., whereas the farmers of the population throughout their territory, on account of the particular lines which they purchased, only paid three-fifths to two-thirds. I haven't the figures with me, but I have them and they have been very carefully compiled. I don't know whether I have made that clear now or not, Mr. Chairman, but I hope I have; if not I would like to make that clear."

MR. F. J. CAMPBELL (Windsor Mills): "Mr. Chairman, I have much pleasure in seconding Mr. Parsons' motion. There is no department, I believe, in the Association that is worthy of more unstinted praise than the Tariff Department, and the work of Mr. Bristol.

"There is just one thing that I would like to call attention to, and it may be worth while to eliminate a small clause. This clause is on page 12 of the report, and it reads 'The home selling price in Canada is higher on a large number of groups of commodities than the United States' home selling price on like goods, caused by our higher manufacturing costs, owing to revenue duties on imported materials, equipment and supplies of a kind not obtainable here.' That might give ground to those who wish to argue that the tariff is not an unqualified benefit to the manufacturers of Canada, and furthermore, a considerable proportion of our increased cost is caused by the fact that our markets have not yet grown to the proportions that enable us to specialize as closely as in some larger centres, and the increased cost is not entirely due to those import duties."

MR. BRISTOL: "May I state, Mr. President and gentlemen, the sentence referred to on page 12 of the report is beyond any question of doubt a statement of fact. There are many manufacturers whose principal material must be imported, and that material is subject to revenue duties. There are many manufacturers who must import practically all their machinery and equipment, and those importations are subject to duties ranging from 27½ to 35 per cent. In the operation of their plant they must, particularly in a central province like Ontario, import bituminous coal for fuel purposes on which the duty is 53 cents per ton, and in those respects their costs of production are raised as compared with the cost of production of like goods in the United States, where living conditions about correspond to our own. In that way the Canadian manufacturer who is in the class referred to in the sentence, cannot produce his goods and sell them at a price corresponding to the productive cost and selling price of like goods in the United States."

MR. F. W. STEWART (Montreal): "In regard to this matter, perhaps the business I am connected with would demonstrate that very clearly, and to a certain extent I think Mr. Campbell's point is well taken. In a business such as ours, possibly it is necessary for us to import 80 to 85 per cent. of the materials we use because they are not manufactured in Canada. We have been bringing in a large percentage of this material since we established a plant in the Dominion of Canada, and we brought the goods in, paid the duty on them and manufactured the article and we ship out from our Canadian factory at the same price as in the United States. I am glad to make that statement to confirm the statement which Mr. Parsons has just made in regard to Canadian manufacturers taking advantage of the duty and taking as long a price as they can. I do not believe we are alone in working along such lines. In fact, I come in contact with many manufacturers all over the country, and I have yet to find a manufacturer who is in any way endeavoring to take advantage of the duty which is paid on goods coming into this country. I am very glad to be able to make the statement so that the people of this country will have an opportunity

(*Continued on page* 221.)

Big Gain Made in Association Membership

Six Hundred and Sixty-two New Members Join During the Year, Producing a Net Gain of 531 and Bringing the Total Membership up to 4,061—Results by Provinces enumerated and Distribution Indicated

Report of Membership Committee

YOUR Committee take pleasure in reporting that 662 new members joined the Association since the last annual general meeting.

The Association began the year on May 1st, 1919, with a membership of 3,530. The applications received and passed totalled 662; resignations accepted numbered 131, bringing the total membership on April 30th, 1920, up to 4,061, a net gain of 531 for the year, as compared with a net gain of 141 for the year 1918-1919.

The results by provinces for the past year are indicated as follows:

	New Applications.	Resignations.	Net Gain.
Ontario	273	67	206
Quebec	182	17	165
British Columbia	63	14	49
New Brunswick	56	4	52
Nova Scotia	34	1	33
Manitoba	34	21	13
Alberta and Saskatchewan	11	7	4
Prince Edward Island	9	0	9
	662	131	531

The general work of your Committee was conducted by means of circulars, correspondence, and personal canvass of members of the staff. The special membership work was done chiefly through the national membership campaign held during the week of December 1st last. On that date, the campaign, which had been carefully organized during the preceding month, opened simultaneously all over Canada. Special committees had been formed in all the principal centres, in which the list of prospects had been carefully revised and distributed among members who had kindly promised to do some personal canvassing. The results of this splendid co-operation of the members, and the assistance furnished by them, made the campaign a great success. Members in a great many localities entered into the spirit of the campaign with enthusiasm and did a great deal of personal work.



H. A. Telfer
Telfer Bros., Limited, Toronto
Chairman 1919-20, Membership Committee

It is interesting to know that the Association has grown to its present size practically within the last twenty years. Though the history of the Association dates from 1872, it was largely a provincial organization until 1899, when it was decided to broaden its scope. At that time its membership was only about 300. The Association was incorporated by Act of Parliament in 1902. By 1905, the membership had grown to 1,604; by 1910, to 2,450; by 1915, to 3,098; and during the last five year period the membership has increased to 4,061.

It is gratifying to report that, of the 131 resignations accepted, none resigned because of dissatisfaction with the policies or administration of the Association. These resignations were due to such causes as amalgamations, discontinuing manufacturing operations, and failures.

The actual cash collections from fees for the year ending April 30th, 1920, amounted to $133,395, being an increase of $46,920 over the previous year.

The loss in revenue from resignations amounted to $2,015. On the other hand, the additional fees secured from new memberships amounted to $16,280.

The following table shows the distribution of the membership in each Province and the amount of fees paid by each class:

	$10	$15	$20	$25	$35	$50	$75
Ontario	338	436	165	344	313	199	147
Quebec	157	179	73	150	137	94	65
Nova Scotia.	24	47	3	28	12	9	6
Br. Columbia	36	32	7	34	24	7	9
New Bruns'k	24	31	8	28	22	14	7
Manitoba	154	81	21	36	25	19	6
Alta. & Sask.	82	43	13	16	11	6	1
P. Ed. Island	4	9	—	3	2	—	—
Total	819	858	290	639	546	348	241

	$100	$120	$150	$200	$300	$400	Total
Ontario	11	82	55	25	6	9	2,130
Quebec	5	43	26	15	8	4	956
Nova Scotia	—	2	5	1	—	2	139
B. Columbia	2	4	—	3	—	1	159
New Brunswick	—	4	1	3	—	—	142
Manitoba	—	2	1	—	—	—	345
Alberta & Sask.	—	—	—	—	—	—	172
P. E. Island	—	—	—	—	—	—	18
Total	18	137	88	47	14	16	4,061

Your Committee are glad to be able to report increasing interest in the "100% campaigns" for membership. The

object of such a campaign in a community is to secure every eligible manufacturer as a member of the Association. At the present time a considerable number of industrial communities have a "100% membership" in the Association.

As the most effective method of securing members is through the personal effort of present members, your Committee respectfully urges that individual members consider it their duty during the coming year to induce non-members to join the Association.

All of which is respectfully submitted.

H. A. TELFER, *Chairman.*

J. T. STIRRETT, *General Secretary.*

J. E. WALSH, *General Manager.*

Report is Adopted

The report of the Membership Committee was read by the General Secretary.

Mr. A. D. Ganong moved, seconded by Mr. J. A. Reid, that the report of the Membership Committee be adopted.

THE PRESIDENT: "I would like to urge on the members one thing, let those that are present keep up the good work and let us have one hundred per cent. all over. Unity is strength and we need it."

MR. J. B. THOMSON (Vancouver): "May I ask that British Columbia be changed to 188?" (applause).

MR. STIRRETT: "I may say this report, to enable it to get out here in time, had to be printed about a month ago and these members have come in since that time."

The President put the motion to adopt the report of the Membership Committee, which, on a vote having been taken, was carried and the report declared adopted.

Presentation to C.P.R. Officials

A Pleasing Incident

ONE of the pleasant incidents of the annual banquet on the evening of June 9 was a presentation made to Mr. W. B. Howard, District Passenger Agent, C.P.R., Toronto, and his assistant, Mr. Price, in recognition of the splendid way in which they had looked after the comfort and welfare of the excursion party. The subject was introduced by Mr. T. P. Howard, with the following tribute:

"I have a very, very pleasant duty to perform this evening. As we came across the continent from Montreal (in fact some of our members came from the Maritime Provinces), and came to Toronto and straight through the Rockies to your City of Vancouver, we had one gentleman on board who was largely responsible for the success of our venture—very largely responsible, I might say, wholly responsible, for the pleasure we had. The service which has been given to us by the Canadian Pacific Railway is something that those who were with us on the train do not need to be told anything about. I refer particularly to my good friend and namesake, Mr. W. B. Howard. There was only one single, solitary thing that ever made Mr. Howard cross, and he said 'darn' when, after coming 2,000 odd miles, we pulled into Edmonton eight minutes late. In consequence and as a mark in some small way of the appreciation of this travelling all-star troupe, conducted by Messrs, Walsh, Howard & Company, Limited, on this continental tour—I think the idea originated with the ladies; they suggested we should in some way acknowledge our appreciation and our thanks to Mr. Howard—and, sir, it is my pleasure to do so. In consequence I have been asked, sir, if you would be good enough to accept on behalf of the troupe this small presentation in the hope that on our way back we will not lose that eight minutes." (Laughter).

Mr. T. P. Howard then presented Mr. W. B. Howard with a gold watch for himself and a pendant for Mrs. Howard.

MR. W. B. HOWARD: "Mr. Ex-president and namesake, ladies and gentlemen: Had I known that something like this was going to happen I won't say I would have been conspicuous by my absence, for that would not have been the truth, but I would have been not altogether unprepared. But, we live and learn. It is not the first time I have been unprepared, but I hope it will be the last, like the colored man who was sentenced to be executed and just before being executed was asked if he had anything to say and he replied, 'This certainly am going to be a lesson to me.' (Laughter).

"I am sure if the party that came with me enjoyed my presence on this trip half as much as I have enjoyed their presence, I am perfectly satisfied. Speaking of the question of transportation, of course I don't know anything else. A C.P.R. man lives, eats and sleeps and sometimes talks C.P.R. I don't propose to discuss the question to any great extent, suffice it to say that we are trying to-day to give what the public appreciates, and that is service. That is what we have tried to give you on this trip. The Canadian Manufacturers and the Canadian Pacific Railway or any transportation company are in partnership. The manufacturer depends upon the railways for efficient transportation. On the other hand the railways depend upon the manufacturer for his business to transport, and on the public generally for its support and patronage. On such depends its life and existence. A railway whether Government-owned and operated, or privately-owned and operated is still a public utility. Its employees are public servants, and railway employees do well to remember the latter. In fact we seldom are allowed to forget it. I don't want to say any more. I suppose if I had been given a little warning I could say more and could have made perhaps a better speech than some people have made that I have heard (laughter), but I want to again thank you for your kindness."

MR. T. P. HOWARD: "I had almost forgotten when I got up awhile ago that Mr. Howard had with him an assistant. We want to thank Mr. Price. He is also the right sort and is on his way to a great deal bigger position in the C.P.R. than he has to-day, or I have missed my guess. (Applause). It is not altogether Mr. Price's fault. I had him with me for one year in Washington. That is why he is getting on so well. However, Mr. Price, on behalf of the train, I want you to please accept their thanks for your courtesy and kindness."

MR. PRICE: "Mr. Howard and gentlemen, I think I am taken more unawares than Mr. W. B. Howard was. All I can say is, Thank you, I appreciate it very much." (Applause).

Work Done for the Promotion of Trade

What Has Been and is Being Done by the Association to Assist Members and Others in Developing Trade Both at Home and Abroad Through the Compilation and Dissemination of Information Bearing on Commerce and Industry

Report of Commercial Intelligence Department

OWING to a constitutional change made at the last Annual Convention, this is the first time that your Commercial Intelligence Committee has had the honor of reporting to the Annual Convention.

As the Department over which the Committee exercises supervision has been in operation since 1915, some time was necessarily spent by your Committee in confirming or changing existing practises and in evolving definite lines of policy for the successful and effective operation of the Department. It has been the aim of your Committee to inaugurate constructive plans that will enable trade sections, affiliated Associations, and individual members to participate in movements brought to their attention. At the same time your Committee realizes the importance of keeping the Department abreast of the times with regard to information on the economic situation in Canada as related to her industries and to put it in a position to place detailed information at the disposal of members.

On this first occasion of reporting probably it will not be taken amiss if some brief account of the general lines of work is given before dealing specifically with the more important questions considered during the year.

The work of the Commercial Intelligence Department is extensive in scope and varies in character from minor enquiries about minute particulars connected with different businesses to the negotiation of working arrangements with other bureaus of information. Commercial organizations, and Government Departments and Commissions, particularly the Department of Trade and Commerce, the Dominion Bureau of Statistics, and the Canadian Trade Commission.

The information bureau work brings the Department into touch with the general public and the non-manufacturing part of the business community and many members of the Association receive through ordinary business channels many enquiries for their products as a result of this connection. In practically all these cases the Department does not appear, but nevertheless direct service is thereby maintained for the benefit of the membership. The basis for this work has been the compilation of the Canadian Trade Index, which calls for an enormous amount of changing, adding, and rearranging to ensure the production of an adequate source of information.

On account of the records and classified information maintained by the Department, gleaned from many sources, coupled with the previous experience of the staff, the Commercial Intelligence Department, perforce, occupies the position of a service department to other departments of the Association and, when the occasion is important enough to demand it, as much as a week of the time of almost the whole staff is devoted to preparatory or organizing work in connection with many of the general Association activities.

As an indication of the practical use to which a close survey of the progress of individual industries can be put, it has been possible for your Committee during the past year to increase the revenue of the Association by over $6,000, through a careful readjustment of fees. The Canadian Trade Index will also show a profit, which will be augmented by sale of additional copies.

Among the important questions receiving the consideration of your Committee were the following:—

Export Trade.

This falls naturally into a number of subdivisions as:

Trade Enquiries.

Trade enquiries were received from abroad, direct from our numerous correspondents, and through the Department of Trade and Commerce, and the Canadian Mission in London.

These were circulated, after careful scrutiny, as widely as possible by mail or through the columns of INDUSTRIAL CANADA. In all, over 400 enquiries were dealt with from nearly every quarter of the globe, and furnished opportunities to Canadian manufacturers to get information as to markets for their lines, and often resulted in the placing of business.

Investigation of Foreign Markets.

Where it was desirable to procure information confidentially as to the extent of foreign markets for special lines of Canadian-made goods and to ascertain competitive conditions and other particulars, enquiries were conducted, using the facilities of the Department of Trade and Commerce, supplemented by communication with our own correspondents, which often resulted in information of material value being placed at the disposal of members.

Agents and Merchants Visiting Canada.

Very frequent interviews are given to agents and merchants visiting Canada, with a view to handling lines on commission in their respective countries or in making purchases for resale. Practically all of these men, many of whom were prominent in the business life of their own communities, were put in touch with Canadian manufacturers who might be in a position to do business with them. Whenever practicable, information as to business conditions was gathered from these men, and our list of correspondents for future enquiries was thus augmented.

Commercial Reports.

During the past year your Committee has been deeply interested in increasing the existing facilities for the receipt of reports on the financial and commercial standing of all classes of business houses outside of Canada and the United States. It succeeded in arranging to supply these reports free of charge to members, in place of the former arrangement under which they cost $2.50 each. The net result has been that more of these reports have been called for in a month than were previously asked for in a year, and the saving to individual members by the inauguration of the new plan totals over $1,150.00. These reports are constantly kept on file, and the list is being added to continuously.

Export Circular.

There was a very gratifying response to the circular issued recently, asking for replies to a questionnaire dealing

with numerous points of interest to exporters or intending exporters. These replies have been fully tabulated and indexed in such a way as to give a bird's-eye view of the requirements of those members who submitted replies. The information thus obtained has already been used confidentially for the benefit of many members, and will continue to be useful in developing further export trade.

Improvement of Inter-Imperial Channels of Trade.

This subject was brought to the attention of the Committee by a variety of existing conditions, by reason of which it was felt that the free movement of commodities between the various parts of the Empire was being impeded either by the placing of export and import sales agencies in the hands of business men in countries not in the Empire, or by lack of direct steamship connections. Your Committee reaffirmed one of the basic principles of this Association's action, namely, the stimulation by all practicable means of the easy interchange of commodities produced within the Empire, and has instructed the Department to give every possible assistance to movements tending in this direction. It may be noted that citizens and organizations of other parts of the Empire, even if they are temporarily located elsewhere, are doing their share to assist in this project, as indicated by the proposal to establish or to rejuvenate British Chambers of Commerce in New York and San Francisco, and by the establishment of branches of British import and export merchant houses in Canada, India, South Africa and Australia.

Canadian Trade Index.

The 1920 edition of the Canadian Trade Index has just recently been distributed to all members of the Association, so that its character and scope will once more be recalled to those attending this Convention. The details of compilation and business management, through long usage, are under the supervision of the Publications Committee, and a special report will be submitted covering this phase. The compilation and editorial work, however, was done by the staff of the Department, whose work is supervised by the Commercial Intelligence Committee, and the wide range of information received from the unpublished schedules forms an increasingly valuable part of the classified records of the Department.

Great care is taken to see that copies of the Trade Index find their way into the hands of the purchasing agents of manufacturers, railways, mining companies, wholesalers, department stores, institutions and Government departments, and a carefully selected list of importers and commercial organizations in all the principal countries of the world. The discussion of the uses of the Canadian Trade Index has formed the subject of a number of conferences with various branches of the Purchasing Agents Association of Canada, and by this means a very useful and practical method of propagating the "Made-in-Canada" idea has been worked out.

Investigations Concerning New Products.

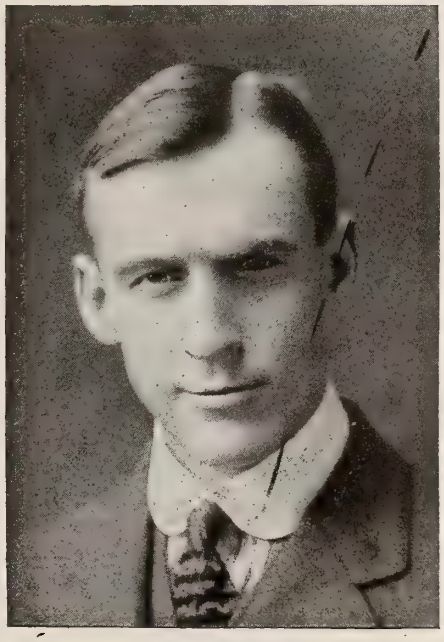
On numerous occasions the Dominion Bureau of Statistics, at the instance of this Department, has made special investigations into the production or importation of various commodities. These investigations have frequently revealed much more effective information than is or can be published broadcast. The work of the Bureau has been supplemented and checked in each of these cases by special work of the Department in gathering information from the wholesale trade and from large consumers. A concise statement of the results thus obtained is passed on confidentially to the enquirer, without disclosing any individual source of information. This information is supplied largely to two groups: Canadian manufacturers seeking new lines to manufacture and United States' manufacturers who are making a *bona-fide* effort to establish a plant in Canada. In similar connection, with the co-operation of the Tariff, Transportation and Legal Departments of the Association, information as to questions involving their expert assistance is supplied, as well as data as to labor supply and conditions, and possible sites and locations. The Department co-operates with any recognized organization which may be in a position to acquire and furnish useful information about local conditions and is operating to increase the industrial capacity of Canada.

Housing.

Closely related to the question of establishing new industries is the ever pressing problem of housing. The Commission of Conservation of the Dominion Government recently undertook a survey of those industries, formerly situated in the downtown districts of the larger cities, that have moved out to suburban sections or into small towns. The purpose of this survey was to determine the reasons for this movement, and more particularly to ascertain its relation to the solution of the housing problem. In this study a great number of towns and cities were visited, full information as to the changes that had taken place being furnished to the Commission by your Committee. A report on the whole situation has been produced for the use of the Commission, and the Housing and Town Planning Division has been enabled to suggest plans to various municipalities, based scientifically on their local conditions, coupled with the experiences through which other municipalities have passed.

Engineering Index.

Your Committee was seized of the importance of enabling the members of the Association to get a review of the arti-



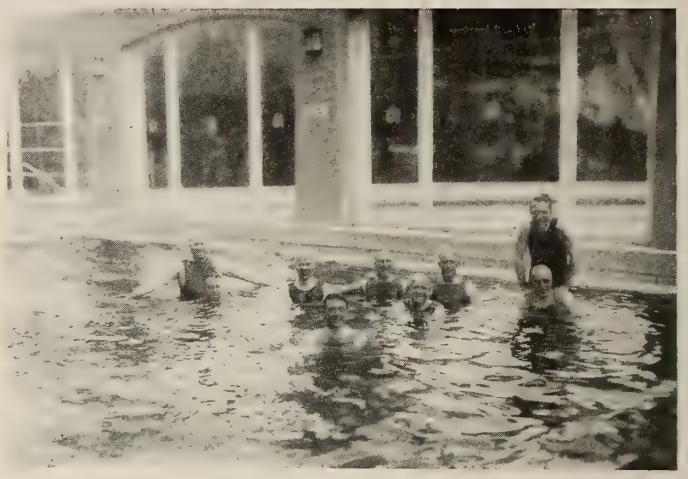
Holt Gurney
Gurney Foundry Co., Limited, Toronto
Chairman, 1919-20, Commercial Intelligence Committee

From Our Gallery of Excursion Snap Shots



Inspection of Lumber Mills

Excursion party arriving in the yards of the Fraser Lumber Mills, while on a visit to New Westminster



Relaxation at Banff

Ex-President Howard and a number of enthusiasts enjoy a dip in the sulphur bath at Banff

cles or theses on technical subjects that are being published in a wide variety trade and technical papers, books and magazines, particularly since the range of these is so wide that it is impossible otherwise for these members to have more than a small fraction of them come under their personal observation. Arrangements are now being concluded to have selections made of the subjects and methods of treatment of these technical articles and published in INDUSTRIAL CANADA, together with particulars as to where the articles or publications may be obtained.

These questions are dealt with in such a comprehensive way that some of them will be of great interest to many other manufacturers than those engaged in purely mechanical trades.

Graphic Exhibits of Canadian Industries.

Your Committee has had under consideration the question of assisting in the development of graphic exhibits of Canadian industries. By this is meant an assembly of materials on commodities, showing the various stages of manufacture or the different materials and parts entering into the construction of such a commodity as an automobile, a heavy machine, or a fine carpet. Your Committee has in mind the use of the principal exhibitions now established in Canada as the functions at which to display such exhibits.

It is becoming more and more evident that much more must be done in Canada to acquaint the Canadian public with the scope and character of Canadian manufacturing enterprise. It has long been recognized that visual observation is much to be preferred as a means of education to the printed word, and in this case it has the advantage of being much more permanent, and the exhibits are placed before the public in its most receptive mood.

In considering the goods that might form such exhibits, no thought has been entertained of including such goods as are now exhibited in the rented booths and spaces, or to interfere in any way with an individual's right to exploit his own product under his own name, except in so far as it may be necessary to include an odd line or article to complete some cycle of exhibits.

A skeleton outline of various exhibits has been drawn up, and before the time for the preparation of the 1921 exhibits has arrived, sections of the Association, and members not allied to sections, will receive the result of your Committee's work in this direction, for their consideration and possible action.

All of which is respectfully submitted.

E. HOLT GURNEY,
Chairman.

ALEX. MARSHALL,
Manager,
Commercial Intelligence Dept.

J. E. WALSH,
General Manager.

Report is Adopted

The foregoing report was presented by the General Secretary with the following explanation: "Although there has been a Commercial Intelligence Department in the Association for some time, a committee was appointed for the first time at the last annual meeting to revise the work of the Department, and this is the first report that has been submitted as a separate report. The work of the Department is to keep a list of the articles manufactured in Canada and the firms which make them. This is published from time to time every three years in the *Canadian Trade Index*, which has just been published. This shows that there are 8,500 articles made in Canada, an increase of over 2,000 since three years ago when the last *Canadian Trade Index* was published. The Department also tries to get information in regard to where Canadian goods can be sold, and co-operates with the Government and other bodies and notifies our members where there are opportunities to sell goods. At the same time it tries to tell the members where they can get materials that they need in their manufacture.

"The report is before you and the president suggests that, owing to the amount of work which has to be done, that it be taken as read with this explanation."

THE PRESIDENT: "Is that satisfactory?" (Consent given).

It was moved by Mr. C. G. Robson (Edmonton), seconded by Mr. R. L. McIntyre (Toronto), that the report of the Commercial Intelligence Committee be adopted.

The president put the motion which, on a vote having been taken, was carried and the report declared adopted.

Proceedings During Election of Officers

Several Congratulatory Speeches are Delivered by Members—Incoming and Out-going Officers Express Their Appreciation of Honors Conferred—Message of Felicitation to Mr. J. F. Ellis, on His Retirement

At the fifth business session on the morning of Wednesday, June 9th, the report of the Nominations and Resolutions Committee was presented, being read by the General Secretary. The name of Mr. John S. McKinnon, Toronto, was placed in nomination for the presidency; that of Mr. W. S. Fisher, St. John, for first vice-president, and that of Mr. John R. Shaw, Woodstock, for second vice-president. Mr. McKinnon being absent from the hall at the time, the floor was taken by Mr. Shaw, who said in part:—

"Gentlemen, I appreciate the honor of being elected your second vice-president very much, and I can see that the Nominating Committee have had in view the geographical situation, Mr. Fisher being in the Maritime Provinces. It is proper that these offices should be distributed, because we can assist each other and obviate certain long trips that the officials might have to make otherwise. My office of second vice-president will be a sinecure, with such an efficient President as John S. McKinnon, of Toronto, and Mr. Fisher in the east. As chairman of the Ontario Division, however, I recognize that I will have some work to do."

The New President Speaks

Mr. McKinnon, having in the meantime entered the hall, now took the chair amid applause, and said: "I would like to thank you sincerely for the honor that you have conferred upon me. I can assure you, gentlemen, I feel the responsibility but, with the Executive Committee and Council that I know I will be surrounded with, I feel that they will share in a very large part the responsibility of this national organization. Whether or not we realize it, I believe that men do appreciate the esteem and confidence of their fellows. And in this regard I would like to assure Mr. Howard that he has that esteem, regard and affection which we all appreciate so much. (Applause.) The work that Mr. Howard has done during the past year has placed the Association under a very deep debt of gratitude to him. We have had splendid presidents in the past, but I believe no man could fill the chair with greater credit to himself and with more honor to the Association than Mr. T. P. Howard." (Applause.)

Thanks to Mr. Howard

At this juncture Mr. J. B. Thomson, Vancouver, chairman of the British Columbia Division, rose to propose a vote of thanks to the retiring president. He said in part:—

"Mr. Howard's tenure of office has been during possibly the most troublous year in our Canadian history, the first year of reconstruction. Many problems have presented themselves, and Mr. Howard (my own personal acquaintance with him only dates back practically for twelve months, although I have followed him in public life and in the press reports) has taken a great part for his country during the war in his work at Washington. He also took a great part, where I met him more particularly, in the work of the Ottawa conference. While our good friend, Mr. Shaw, was the leader, Mr. Howard was there and saw that every one of us did the work and saw there was nothing passed up. I have, therefore, great pleasure, Mr. Chairman, in asking this Association to go on record as showing the great appreciation they have for Mr. Howard's services." (Applause.)

Mr. A. D. Ganong (St. Stephen, N.B.): "Mr. Chairman, I would like to say just one word in regard to the Canadian Manufacturers' Association. I feel sure that a great many of our members, both those from the smaller concerns and those from the larger ones, have never appreciated the benefits of this Association. It undoubtedly has been of great benefit to the larger manufacturers, but I do not think a great many of the smaller concerns appreciate how much benefit they receive in an indirect way. I had one illustration of that, because in one of the branch organizations we put a thing through to the benefit of our members which saved us a great many thousand dollars in one year. While that result might have come in time, that one item alone will a great deal more than repay all we have ever paid or all the time we have ever given to the Manufacturers' Association; and I think a great deal of the work that is done brings an indirect benefit that amounts to thousands of dollars to all of us, but, because it is indirect, we do not see it. These benefits are larger according to the work done, and I feel sure every single member of this Association has benefited greatly this year by the amount of work Mr. Howard has put into the Association. We all know how difficult it is for us to get the time off to attend the meetings, but Mr Howard took the time to come down through the Maritime Provinces, to the great benefit of the Maritime Provinces and to the benefit of this Association.

"Further, I would like to say that, as President, a great many of us have met Mr. Howard, and I am sure everyone feels he has greatly enriched his acquaintance when he has met Mr. Howard. I have very much pleasure in seconding this vote of thanks to Mr. Howard." (Applause.)

The President hereupon put the motion, which was carried with applause.

Mr. Howard Responds

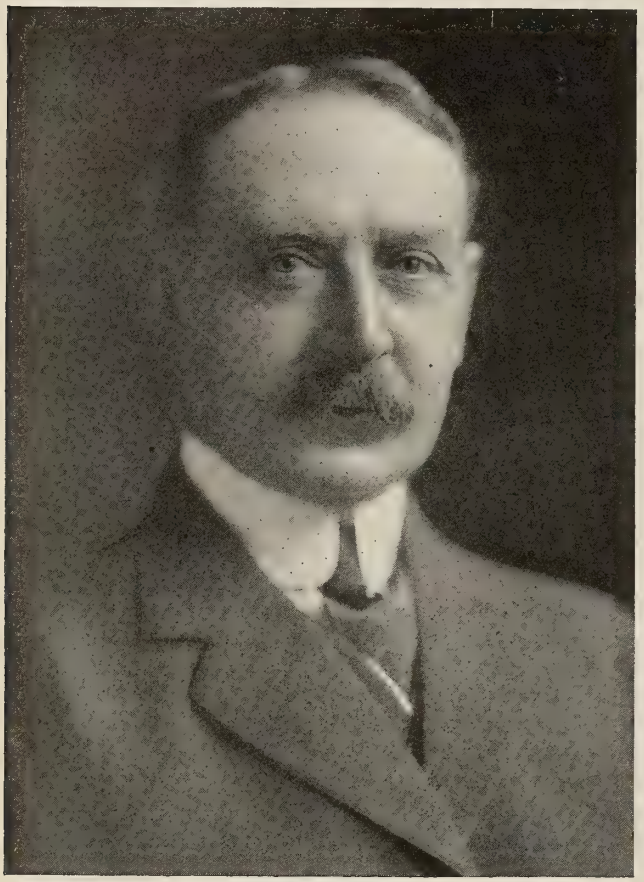
Mr. T. P. Howard: "Mr. Chairman and gentlemen, Mr. Thomson and Mr. Ganong, I thank you most sincerely for your kind expressions. I feel that we have accomplished considerable during the past year, but I don't feel that we have accomplished half what we should have accomplished. I think there is a whole lot more we might have done if we had had the time to really get at it, but you have got to realize that when you elect somebody as president of the organization, you elect a man that is busy; he gives what time he can, but he can't devote all his time to it. It is very true I have been, in the interests of the Association, from coast to coast this year. Last fall we went down to the lower provinces and we are at the Pacific Coast to-day. Our membership campaign was a success, and I am going to say right now that our campaign for a proper fund to put us where we belong, is assured—I feel certain it is assured, and that it will also be a success.

"I have had a thought in mind, and I have spoken to several members about it. I think Mr. Walsh has it on his list, and I have spoken to our President about it, and I am quite sure it will be carried out. That thought is that I think there should be a permanent officer who would be able to represent the President of this organization, somewhat along the lines of Mr. Emery in the National organization

of the United States. When Stephen Mason gets a request to speak before any large body he has not the time to travel all over the continent, and Mr. Emery or somebody else does it for him."

MR. J. R. SHAW: "What is Mr. Emery's title in the National Association?"

MR. HOWARD: "He is counsel. I suggested that he be assistant to the President or something of that kind. I have had four or five invitations this year to address Canadian Clubs in different parts of the Dominion and I have not been able to accept them because I couldn't afford the time and also devote the time that I did devote to the Association. I think that is one thing we should very closely investigate



W. S. Fisher
Enterprise Foundry Co., Sackville and St. John, N.B.
Elected First Vice-President, 1920-21, Canadian Manufacturers Association

and see if something of that kind could not be worked out. As to the work that has been done, and there has been a lot of work done, I really feel that the credit is due to Mr. Walsh and those at head office, and to my very worthy assistant, Mr. McKinnon, who has been, I might almost say, a joint president, because he has done everything in his power to assist me. I would like very much, in accepting your thanks, to thank Mr. McKinnon and also Mr. Walsh and the staff generally, for the very excellent work they have done; and while I am, what shall I say, relegated to the ash-pile as an ex-president, if I can in any way advance the interests of the Association or be of any service in any way whatsoever, you will always find T. P. to the fore. I thank you, gentlemen." (Applause.)

MR. F. J. CAMPBELL (Windsor Mills): "It is with peculiar pleasure I have heard Mr. Howard remark that if this Association can call on him in any way he would like them to do it. With some few notable exceptions, officers that take an active part in the Association rise to high office and then feel, as Mr. Howard has said, they are relegated to the ash-pile and cease to take as close an interest in the working of the Association, as it would be to the benefit of the Association to have them do. We have with us a very notable exception to that, and I hope Mr. Howard will be one of them and not feel, because he has passed through office, that we need not look to him for advice, counsel and help." (Applause.)

Retirement of Mr. Ellis

Continuing the reading of the report of the Nominating and Resolutions Committee, the General Secretary said: "Your committee report with the deepest regret that the present Treasurer, Mr. John F. Ellis, of Toronto, owing to ill-health, would not consider re-nomination this year. Mr. John F. Ellis joined the Association in 1878, and has always taken a very active interest in the organization. He served as a member of Council and various committees, and in 1898 was elected president of the Association. Your committee have much pleasure in recommending that he be elected a life member of the Association by a unanimous vote of this annual general meeting."

MR. S. R. PARSONS (Toronto). "Mr. President and gentlemen, I am exceedingly pleased at the suggestion of the Nominating Committee. I did not know that it had in view what it has now suggested. It has come to me for the first time, but I am particularly pleased that the Association should be asked to do honor to one who has given so much time and thought and has honored the Association throughout all the years nearly of its history. Mr. John F. Ellis has been an outstanding figure in all our work and in all our relationships, either with the Government or with the public. He has been a man in whom the members of the Association have had the fullest confidence. He has given unstintedly of his own best work, thought and time, to promote the interests of the Association. He is a gentleman in whom we are personally interested because of the fact that he has such an attractive personality. We feel he is a friend and we recognize in him that he is a man who draws out and attracts to himself the best that is in each one of us in our thought of him; and so to-day I rise as one of the old guard to express my very great satisfaction with the suggestion of the Nominating Committee, and to move that this Association elect Mr. John F. Ellis to life membership in the Association."

MR. T. P. HOWARD (Montreal): "Might I have the pleasure, as ex-president, of seconding that motion, Mr. Chairman? We all know Mr. Ellis, and I can't add anything to what Mr. Parsons has said."

The President put the motion which, on a vote having been taken, was declared carried, with applause.

THE PRESIDENT: "If it is your pleasure, gentlemen, this information will be wired to Mr. Ellis to-day?" (Hear, hear.)

Election of Treasurer

The name of Mr. Thomas Roden, Toronto, was then presented as the Nominating Committee's choice of Treasurer, and the list of officers and committees, as published on page 245 of this issue of INDUSTRIAL CANADA, was read.

On motion of Mr. R. L. McIntyre, Toronto, seconded by Mr. A. D. Ganong, St. Stephen, N.B., the report was adopted.

At a later juncture, Mr. Roden was introduced to the meeting, and said in part:—

"Mr. Chairman and gentlemen, during his lifetime dear old Mr. Booth gave us splendid service for many years, and

Mr. Ellis has now retired on account of bad health. I am hopeful I will not be afflicted in like manner, but that I shall have the same spirit as Captain Dollar had, that although I might be 70, I have twenty years left in me yet.

"I want to assure you, gentlemen, I appreciate the honor very much, and I also appreciate the responsibility. As I stated before, I have been connected with this Association for over twenty years, and every year has been one of added benefit to myself for the opportunity of co-operating and mixing with the gentlemen I have had the pleasure of meeting.

"As our President has stated, it is a very responsible position, and I believe that I am to have very many friends on my return journey. They want to travel with the Treasurer. I don't know whether they are going to put any bogus cheques on me or not, that is something I will have to be very careful of, to say nothing of the ladies.

"As you know we are almost starting on a new era of activity in this Association by the tremendous extension of our departments, and I want you gentlemen to realize that, with the increased benefit that you will obtain from the Association, you cannot have this for nothing; and while I have been one of the most active opponents of any advance in rates for years, because my view at all times was we should try to build up the Association to the largest number, I am convinced when we give the service contained in the programme as outlined yesterday by our manager, Mr. Walsh, which is of such an extensive character, when that service is rendered by the Association, we must recognize we have to face a larger membership fee to enjoy those benefits and privileges. It has always been stated that the fee we have charged for membership in this Association has been ridiculous, and I have accepted the onus of appearing in a ridiculous position in trying to defend the fees we have charged. But, as I stated, it was done with the object of as much as possible bringing in a large number of manufacturers in the hope that the smaller manufacturers, with this growing country, would grow larger and larger and eventually we would be able to soak them for a big sum on their larger business. There are some things that have to be remedied, but perhaps we might leave them to subsequent meetings."

Resolutions of Thanks

Thanks of the Association Tendered to Various Persons and Organizations for Courtesies

The following resolutions of thanks were carried by the annual general meeting:—

Moved by Mr. T. P. Howard, Montreal, retiring President, seconded by Mr. John R. Shaw, Woodstock, Ont.:

Resolved, that the Canadian Manufacturers' Association, in annual general meeting assembled at Vancouver, B.C., on June 9th, 1920, tender its hearty thanks—

1. To His Worship, the Mayor of Vancouver, for the generous hospitality so kindly extended by the city.
2. To the President, officers and members of the Vancouver Board of Trade for their kindly welcome.
3. To the president, officers and members of the Rotary and Kiwanis Clubs for their hospitality.
4. To the president, officers and members of the Women's Canadian Club, Vancouver, for the delightful entertainment they have tendered to the ladies attending the convention.
5. To the Vancouver, Terminal City and Jericho Country Clubs for extending the privileges of membership.
6. To the transportation companies which have provided such excellent services for our benefit.
7. To the management of the Vancouver Hotel for their courtesy and for the consideration shown for the comfort of the delegates.
8. To the Canadian Press, Limited, for the careful arrangements made in regard to the distribution of our reports.
9. To the Press of Vancouver for the full and impartial manner in which they have reported the Convention proceedings.
10. To the Press of Manitoba, Saskatchewan, Alberta and British Columbia for the great amount of valuable information they have published in regard to the Association and industrial development generally.



John F. Ellis,
Barber-Ellis, Limited, Toronto
Who has retired from the position of Treasurer for reasons of health

11. To the mayors of the following cities, which entertained us so well en route to the Convention: Winnipeg, Brandon, Regina, Moose Jaw, Medicine Hat, Lethbridge, Calgary and Edmonton.
12. To the chairman, officers and members of the British Columbia Division for their generous entertainment and for the excellent arrangements that have contributed so much to the success of this meeting.

Led by Mr. F. W. Stewart, the members present gave three cheers for Mr. J. B. Thomson, Chairman of the British Columbia Division.

MR. J. B. THOMSON: "Gentlemen, I appreciate very much the way you have shown your appreciation of what we have done, because it was only our duty and our privilege, and the happiness, I think, has probably been more ours than yours." (Applause.)

From Our Gallery of Excursion Snap Shots



Music

Pipe band welcoming excursionists on arrival at Lethbridge; there was music all along the route of the excursion



And Oratory

Listening to speeches of welcome in Riverside Park, Medicine Hat, the Oshawa delegation in the foreground

Resolutions Adopted by Annual Meeting

Important Declarations are Made With Regard to a Tariff Board, Imperial Preferential Tariffs, Scientific Research, Cable Service, Metric System and Several Other Matters Affecting Business

FOLLOWING the election of officers, the Nominating and Resolutions Committee submitted for the consideration of the meeting six resolutions as follows:—

1. Tariff Board

Whereas, demands are made at frequent intervals by various sections of the Canadian people for radical changes in the Canadian Customs Tariff; and

Whereas, such demands prevent the determination of the settled policy that is necessary for the development of industry and trade, cause depression in business and employment and imperil invested capital; and

Whereas, it is of vital importance that all industry should have reasonable assurance of stable conditions which will not be adversely and suddenly disturbed by unexpected and imperfectly considered tariff legislation;

Therefore, be it resolved, that the Canadian Manufacturers Association, in annual meeting assembled in Vancouver, on June 9th, 1920, respectfully urge the Dominion Government to appoint a permanent Tariff Board, acting in an advisory capacity to the Government, which will make a scientific study of the Canadian Customs Tariff and the tariffs of other countries with whose products Canadian producers are forced to compete, familiarize itself with costs of production at home and abroad, investigate the nature and probable national effect of all requests for tariff changes, and endeavor to frame a tariff that will serve the best interest of Canada, and thus assure the harmonious and all-round development of the country.

2. Imperial Preferential Tariffs

Whereas, Canada was the pioneer amongst British countries in providing customs tariff preferences for imports of British products; and

Whereas, the policy of customs preferences, designed to develop and consolidate Imperial ties of sentiment and trade, is now finding favor with other British countries, and is being advocated by them; and

Whereas, the British tariff preferences provided by the Dominion of Canada are more extensive than the preferences provided in the fiscal policy of any other British country;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled in Vancouver, on June 9th, 1920, earnestly petition the Dominion Government to exercise its influence to hasten the adoption throughout the Empire of substantial customs preferences for Empire products, corresponding to the preferences now provided in the customs tariff of Canada.

3. Franco-Canadian Customs Tariff

Whereas, the Franco-Canadian Customs Tariff Convention will terminate about June 19th, 1920; and

Whereas, it is highly desirable that the friendly trade relations between France and Canada should be improved by a new Custom Convention, whereby direct shipping may be promoted and French markets opened which, owing to the high general customs duties of France, would otherwise remain closed against numerous Canadian products, both agricultural and manufacturing, and on the other hand desirable markets may be opened in Canada for various French products not made or produced in Canada;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled in Vancouver, on June 9th, 1920, earnestly petition the Dominion Government to negotiate a new Franco-Canadian Customs Tariff Convention as soon as conditions become opportune.

4. Scientific Research

Whereas, the Special Committee appointed by the Dominion Government to consider the development in Canada of Scientific Research, has made the following recommendations to Parliament at the present session:—

1. That a National Research Institute for Canada, endowed with the functions and of the character indicated in the foregoing, be established in the vicinity of Ottawa, on a site fifty acres in area, of easy access and conveniently located for water, gas and electric power supply.
2. That the first building to be erected for the institute should be of the best modern construction suitable for laboratory work, and of such dimensions as to provide accommodation for some years to come.

3. That there be appropriated by Parliament $500,000 for the purchase of the site and the construction of building; $100,000 for the scientific equipment of the institute, and $50,000 for salaries and maintenance during the first year of its operation.
4. That legislation be enacted at this session to provide for the establishment of this National Research Institute and the government of the same."

Therefore, be it resolved, that the Canadian Manufacturers Association, in annual general meeting assembled at Vancouver, B.C., on June 9th, 1920, endorse the above recommendation of the Special Committee and urge the Dominion Government to give effect to this recommendation as soon as possible, and urge that the Government provide for research work in the various provinces which will be related to the work of the central institute at Ottawa.

5. Cable Service

Whereas, the cable service from Canada to various countries of the world is far from satisfactory at the present time, owing to delays and other causes;

And whereas, prompt and efficient cable service is absolutely necessary for the transaction of modern business;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled at Vancouver, B.C., on June 9th, 1920, request the Executive Council to take the necessary steps to ascertain what can be done to improve the cable service from Canada to various countries and to co-operate with the Government and commercial organizations in conducting such investigation.

6. Metric System

Whereas, the advocates of the Metric System of Weights and Measures are making strenuous attempts to substitute the Metric System for our present system;

And whereas, the Metric System has not been adopted by the United States, Great Britain and many other leading commercial countries;

And whereas, any change or any suggestion of a change in our system of weights and measures would seriously interfere with production, which is so essential at the present time;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled at Vancouver, on June 9th, 1920, record its determination to oppose any attempt to substitute the Metric System of weights and measures for the present system in use in Canada.

Resolutions Adopted

It was moved by Mr. W. H. Miner, Montreal, seconded by Mr. C. G. Robson, Edmonton, that the report of the Resolutions Committee be adopted. This was carried.

Other Resolutions

Three other resolutions, forwarded by the British Columbia Division, were next considered and dealt with separately. The first, moved by Mr. J. O. Cameron, Victoria, and seconded by Mr. Edwin Tomlin, Victoria, dealt with the question of arbitraries on lumber shipments from Vancouver Island. It read as follows:—

Whereas, sawmills located on Vancouver Island are charged 1½ cents extra freight on lumber products shipped to Prairie points above Vancouver rates;

And whereas, it is the sense of this convention that said differential so charged constitutes a discrimination against the lumber industry on Vancouver Island, and should be discontinued;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled in Vancouver, B.C., on June 9th, 1920, instruct the Executive Council to investigate the situation and endeavor to secure relief.

The motion having been put by the President, was declared carried.

Country of Origin Regu.

The second resolution, moved by Mr. E. couver, and seconded by Mr. Hugh MacL dealt with the country of origin regulation carried. It read as follows:—

Whereas, the bulk of the world's manufacture , or the raw materials forming the basis of same, are oduced in the British Empire;

And whereas, the furtherance of this policy will constitute a temptation to foreign manufacturers to take advantage of the preferential treatment accorded imports from different parts of the Empire;

Be it therefore resolved, that the Canadian Manufacturers Association, in annual meeting assembled at Vancouver, B.C., on June 9th, 1920, request the Government of Canada to supplement the present declaration of country of origin which accompanies all imports, by the requirement that such imports, particularly of manufactured goods, be marked or have affixed to them in an unmistakable manner an indication to the ultimate consumer of the country in which they were manufactured.

Trade Commissioners' Service

The third resolution, moved by Mr. F. E. Burke, seconded by Mr. O. Phillips, was also carried without discussion. It was worded as follows:—

Whereas, the Department of Trade and Commerce of Canada maintains in various parts of the world offices in charge of trade commissioners, whose chief duty it is to assist in building up the Canadian export trade;

And whereas, we believe that the maintenance of permanent exhibits of samples of Canadian products would be of great assistance to the trade commissioners in familiarizing purchasers abroad with this country's products;

And whereas, we believe that at the present time full advantage in this respect is not being taken of the possibilities of the trade commissioner service on behalf of Canadian manufacturers;

Therefore be it resolved, that the Canadian Manufacturers Association, in annual meeting assembled at Vancouver, B.C., on June 9th, 1920, request the Department of Trade and Commerce to provide trade commissioners at the earliest possible moment with facilities for the proper display of exhibits of such Canadian manufactured goods as there may be a market for in the various countries to which the trade commissioners are accredited;

And further, that this Association, on behalf of its members, undertakes to do everything possible to assist the Government in securing and shipping the necessary exhibits.

The Sale Tax

A resolution, moved by Mr. F. W. Stewart, Montreal, and seconded by Mr. Ed. Burns, Toronto, was next presented, as follows:—

That whereas, the tax on articles, as collected from the consumer through the retail merchants, is liable to have a detrimental effect on the sale of such articles taxed;

And whereas, the manufacturers' articles will unquestionably be seriously affected by the non-sale of such articles;

And whereas, the operation of these factories under such conditions will be so affected as to necessitate running on short time, thereby throwing thousands of employees out of work, which would be a very serious condition to create;

Be it resolved, that the Canadian Manufacturers Association, in annual general meeting assembled in Vancouver, June 9th, 1920, ask that the Federal Government be requested to give the enforcement of these taxes the most careful consideration before doing so, and if possible to so amend the bill that the revenue which will be derived from this source be derived in such a manner as will assure the continuance of prosperous business conditions throughout Canada, and so affect the business of the country to as small a degree as possible.

Should Have Constructive Policy

MR. THOS. RODEN (Toronto): "I am heartily in sympathy with the sentiment expressed in that resolution, but I think it has not been properly prepared. We are, as you know, manufacturers of a luxury, and I think before we criticize we should have some constructive policy to suggest to the Government in lieu of their present methods of taxation. I would like that resolution referred to the Executive for further consideration. I think the principle should be adopted or accepted by the meeting or convention assembled here, but the text of the memorial might be left to the Executive to word in such manner that it would be a recommendation of some practical application.

"In our trade we had a meeting with the Government only two weeks ago, and recommended to them that in lieu of the variable taxes they are imposing upon us as manufacturers of jewelry, glassware and so forth, that a general over-tax might be put on as a substitute, which would simplify the work of the storekeepers and eliminate a great deal of extra expense.

"I think points of that kind should be more definitely explained in any memorial we might present to the Government, so that they would recognize we have given intelligent consideration to the problem, not only of the people involved in collecting the tax, but also to those of the Government in checking them up. To-day the operation of this tax will be faced with a tremendous amount of evasion which it will be impossible for any government to check up or even for the person to check their own business. It is left in the hands of the clerks, who, if they are friendly to their customers, will try in every possible way to avoid this tax. That is one of the psychological conditions that always develop under direct taxation. Before we present any memorial to the Government, it should be a memorial stating our case and recommending some intelligent method of remedying the conditions."

MR. T. P. HOWARD: "In regard to this resolution which has just been written out, I would suggest that we pass it in the main as it stands, subject to being revised by Mr. Stewart and his seconder in conjunction with the Resolutions Committee.'

MR. J. H. SHERRARD (Montreal): "I entirely agree with Mr. Roden. I think before passing this there should be some attempt made to instruct the Committee who will deal with it to make definite recommendations. If there is one association in all Canada that should avoid making negative recommendations, it is the Canadian Manufacturers Association. (Applause.) A constructive body surely should be able to make some recommendation that is positive, and I do feel that the recommendations of the Association have perhaps not received as much consideration at Ottawa as they deserve, because they have been largely negative. Mr. Roden suggests a re-sale tax. I have heard it estimated by men who know how to get at these figures that if a one per cent. tax was made on all sales outside of farmers' sales, which could not be collected probably, it would amount to a little over $150,000,000 a year to the Canadian Treasury. I don't know whether those figures are right, but I think they are nearly so, and I think the Canadian Manufacturers Association should undertake to make constructive recommendations when they make any recommendations."

MR. F. W. STEWART (Montreal): "In drafting the resolution very roughly it was with the idea of bringing the matter to the attention of the members assembled here. I did not wish to make any recommendation as to what the Government should do to offset the revenue coming in from this particular tax. It was with the idea of bringing the matter before the members here to-day and it was with the idea in mind of bringing to the attention of the Government how serious the situation is, so far as I can gather. I am only too delighted to hear the remarks of Mr. Roden and Mr. Sherrard this morning in regard to making a memorial of a definite kind to the Government in regard to possibly collecting the revenue which they desire through another source. I did not know it would be the desire of this meeting to go that far, and I am very gratified indeed that there are those who consider we should do so, because I am absolutely of that opinion myself. In coming through from Toronto to Vancouver, in the different places where we have stopped from time to time, I have made it my business to consult the merchants, and I find that the imposition of this tax is having a very serious effect on business all the time, and the question in my mind has been whether it is going to adjust itself automatically, and if it does, how long will it take to so adjust itself. If that length of time is extended for any period, I am of the opinion that it is going to force a great many merchants out of business. That is a situation which I think we should discuss and consider very seriously because, if that is going to take place, it is going to disrupt the industrial conditions of the whole country from coast to coast. I am only too glad as far as I am concerned, and I believe the seconder of the resolution will agree with me, that the suggestion which has been made by Mr. Roden and confirmed by Mr. Sherrard should be adopted by this meeting."

THE PRESIDENT: "To get this properly before the Association, by-law 31 on page 11 says that every resolution before being presented to the annual meeting must be submitted to the Resolutions Committee. In view of the importance of this matter and the suggestion of Mr. Howard would it not be well to refer this to the Resolutions Committee so that it may be taken up by them?"

MR. F. W. STEWART: "That was my intention when I drafted the resolution."

The suggestion of the President was adopted.

Business Profits War Tax

MR. J. R. SHAW (Woodstock): "I have a resolution which was before the Resolutions Committee and I wish to speak to it just for a moment. It is in respect to the business profits war tax. You are all aware that there were practically two classes of industries during the war period, or possibly three, those that suffered very very much by decrease in volume of business and by debits to their profit and loss account for a series of years, those who were engaged in war work and made large profits, and those who engaged in munitions.

"The resolution introduced by the Minister of Finance makes some change in respect to the Business War Tax by increasing the percentage that the concern is allowed to take from seven to ten per cent., but it still handicaps those businesses which lost money during the war. The output of a number of these businesses was decreased from a half to a third, and consequently when the war was over, their businesses jumping tremendously, they made very substantial profits during this year and the year previous, and got into the excess war profits class. My contention is, and it is that of every man whom I have ever spoken to about it, that before the amount is arrived at subject to taxation, that the debit to profit and loss should first be taken care of. If a business has a debit to profit and loss, it goes without saying that business has not paid dividends, because dividends can only be paid out of profits; and it seems to me a monstrous thing that a Government should tax a business which has not been able to pay its shareholders anything for four or five years. I have, therefore, with the approval

of the Resolutions Committee, to move the following resolution:—

Whereas section 1 of the resolution moved in Parliament by the Finance Minister in respect to the Business War Profit Tax reads as follows: "That the profits earned in any business during any accounting period ending in the year 1920, which do not exceed ten per cent. per annum upon the capital employed in such business, shall be exempt from the taxes prescribed by the act."

Resolved, that the Canadian Manufacturers Association, in annual meeting assembled, respectfully suggest to Parliament that said section be amended by adding thereto the following words after the word "Act": "but that in any business where there exists a debit balance to profit and loss account, this debit balance shall be deducted from the net earnings for the period and that the remainder shall be the amount on which the tax shall be paid."

I move that resolution, seconded by Mr. T. P. Howard.

The PRESIDENT put the motion which, on a vote having been taken, was declared carried.

The Late K. W. Blackwell

Vice-President of Canadian Steel Foundries, Limited, Passed Away in Montreal

A man prominent in the Canadian steel industry passed away in Montreal on June 11 in the person of Mr. Kennet William Blackwell, vice-president of Canadian Steel Foundries, Limited, and director of the Canadian Car & Foundry Co., Limited, the Pratt & Latchworth Co., Limited, and several other companies. Mr. Blackwell was a son of the late Thomas E. Blackwell, first general manager of the Grand Trunk Railway Co. He was born in England, but came to Canada early in life. Educated at Bishop's College School, Lennoxville, he was apprenticed as a mechanical engineer in the G.T.R. shops, Point St. Charles. He was later appointed mechanical superintendent of the G.T.R., with headquarters at Belleville, and became successively mechanical superintendent of the Chicago and Grand Trunk and the C.P.R. In 1882 he went into the manufacturing business under his own name, making railway car springs, etc. This business eventually became the Montreal Steel Works, Limited, of which he was president and managing director. The company was absolved by the Canadian Car & Foundry Co. under the name of the Canadian Steel Foundries, Limited. Among other interests, Mr. Blackwell was vice-president of the Merchants' Bank of Canada. He was a past president of the Canadian Society of Civil Engineers and a prominent figure in building up the steel casting industry in Canada.



Prominent Figures at the Convention, through the eyes of the Cartoonist of the "Vancouver Sun"

With the C.M.A. Excursionists



Group of C.M.A. Ladies at Capilino

In the front row stand Mrs. J. E. Walsh, Mrs. J. S. McKinnon and Mrs. S. R. Parsons



All Aboard for Howe Sound

The C.M.A. party on board the S.S. Princess Patricia just before starting on a three-hour cruise

Canada's Trade Prospects With the Orient*

A Market of Enormous Potentialities Awaits the Canadian Merchant and Manufacturer in China and Japan — The Centre of the World's Commerce Moving Westward to the Pacific Coast — Valuable Experiences in Foreign Trade

By CAPTAIN ROBERT DOLLAR

IT is a great pleasure to see so many here from the Eastern Provinces. I claim some connection with the Eastern Provinces myself. When I was a boy and up to the time I was a young man, I worked in the Ottawa Valley, but like a good many more I learned there of what Horace Greeley told us, "Go West, young man, go West," and I started for the West, and I kept going until I got east again. I got as far as Singapore. Then I turned back.

The subject which has been given me is foreign trade with the Far East. The trend of commerce started away in the Far East, and it has been coming West ever since. It started in Persia and then went to Phoenicia, then to the Roman Empire, then to Spain, and finally into the Atlantic, centring in Great Britain, in London, the commercial centre. I am going to make a statement, and that is that the great centre of the world's commerce is going to be on this Pacific Ocean. That requires a good deal of explanation or else some of you might laugh at such a suggestion. But what would you have thought before the time of Columbus when the Phoenicians had the centre of the world's commerce in the Mediterranean if some one there had prophesied that the centre of the world's commerce was going to go into the Atlantic. They would have locked him up for a lunatic because there was nothing discovered on this side of the Atlantic at that time. Now, when I make the statement that the centre of the world's commerce is going to be on the Pacific Ocean, it does not seem quite so strange as it would without that explanation.

Foreign Trade a Necessity

We all admit that foreign trade is a necessity to this or any other nation. No nation has ever become truly great without foreign commerce. Canada is especially interested in this, and I am glad to see so many from the Eastern Provinces here taking an interest in this subject. I just came from a Convention that was held in San Francisco, where 2,500 of the biggest merchants, manufacturers and bankers of the United States met to consider this subject primarily, the question of the Pacific Ocean trade. It was something new to a great many of them. They had always been thinking of the Atlantic trade from eastern cities, but they came out here and got their eyes open to the Pacific coast on this side of the continent.

Here is something I don't like to tell you, but I am going to—I am not going to mince matters in what I am going to say. Some things I am going to say will be very encouraging and some very discouraging. I looked up the statistics of what our ships have carried into the port of Vancouver, and for the purpose of seeing where those products were going. I discovered that two per cent. of all the tonnage that we brought into Vancouver went to Eastern Provinces, 16 per cent. of it was landed here in Vancouver, some of that found its way to the Eastern Provinces, but the most of it found its way to the United States. I learned that 82 per cent. of what we brought in went direct to the United States. Now, gentlemen, that is not right. You see what dangerous ground we are treading on. Supposing an embargo was declared against this country by the United States, how long would our vessels run if you give them 82 per cent. of the cargo we are carrying? So it is up to the merchants of Canada to do something.

I will tell you another thing that is worse than that. I have traced a good deal of that 82 per cent. to see where it has been going. It has been going to Chicago, Cleveland and Buffalo, and I am blessed if a good deal of it didn't find its way by export into Canada. That is, instead of the Canadian merchant going to the source of supply and buying what he required of raw material for his manufactures, he allowed other merchants to go over there and buy it and bring it into the United States, and then he went to the United States and bought it instead of going directly to the source of supply in the Far East and bringing the freight direct to the factories in Canada. I think there is food for thought in that, and I hope you will take that into consideration. I am not going to tell you anything about what I have read in books, or what someone else has told me. I am going to tell you what I have learned by the hard knocks of personal experience.

An Analysis of Goods Imported

Now, all are interested in foreign trade. I am sure the working men are. What are the farmers going to do with their surplus products if they do not sell to foreigners? As manufacturers you all understand that. Your bankers also, and merchants, and especially shipowners will appreciate it.

In looking over the commodities that came in two of our steamers recently from the Far East I found there were 153 different commodities coming in here. On those same steamers going outward I found that there were 304 different commodities. Now there is no person in this room that is not directly interested in some of those commodities, either coming in or going out. So that every one of you are interested in this subject.

That ships are a necessity we all know, but a ship must have a return cargo. If it doesn't, you know what happens —you will pay double freight; but if a ship can get a cargo in and a cargo out, then they can carry commodities very much cheaper than if they only get cargoes one way. Just to give you an idea of how that works out, before the war we were shipping a good deal of lumber from the mills here to the eastern states, and we couldn't get any cargo back here. What did we do? We took and engaged cargoes of either coal or kerosene—case oil principally was the cargo—and took those to the Far East to Singapore, Manila and Batavia, and got cargoes there to bring here to Vancouver. So that our ships, every time they took a cargo of lumber to the eastern states, went completely around the world, but they were loaded. Therefore, we were able to carry all the commodities we carried at a lower rate of freight.

True Commerce to Buy and Sell

We must buy and sell. True commerce is to buy and sell. Some years ago I was trying to make a bargain with the Chinese Government to purchase a lot of pig iron and iron

*An address delivered by Captain Dollar at the first session of the Annual General Meeting, Vancouver, June 7, 1920.

ore from them. We came to a deadlock. You know we fellows are not quite able to deal with the Chinese; they are just a little bit smarter than we are; and to try to close the thing up the Government officials, headed by the ministry, gave me a banquet, and before we went into the banquet they said, "We will go in a private room and see if we can't get together." I told them that unless they could reduce the price it would be impossible. They said, "We can't reduce the price." I said, "Then it is no use talking." But as we were going to go out I gave them a parting shot—sometimes you manage to say the right thing at the right time, and sometimes you don't, but that time I happened to do it. I said, "I have brought over a great deal of commodities to your country here and I have never taken a dollar of Chinese money out of it. I have always brought commodities. We are bringing more now than we can buy, and the object I had in view was that instead of taking your gold out of your country I wanted to take commodities." The Premier said, "Mr. Dollar, sit down." They all sat down, and of course, I won't tell you what they said because I didn't understand a word they were saying, but finally he said to me, "Mr. Dollar, we have tried to frame a proper answer to that proposition that you put last, and we have totally failed, and we are going to give you the iron and iron ore at your own price."

Of course, if we can't bring the commodities, then we have got to bring the gold. So that when we take Canadian manufactured goods from here and take them into a foreign country, we either bring gold or bring other commodities, and it is far better to bring other commodities than gold because then it gives the raw material for manufacturing.

Six Months' Production Adequate

I suppose the same condition probably exists in Canada as it does in the United States. The Secretary of Commerce stated recently that the factories in the United States can produce all the product that would be required and consumed in the United States in six months every year. Therefore six months products of the factory, if they are kept running full, have got to go foreign from the United States. I suppose probably it is about the same with you gentlemen. If you want to increase the output of your factory you can't increase it beyond the domestic requirements, but you can increase it indefinitely if you ship foreign.

A good many people have a habit of saying, Well, the Government should do it. The Government can help a little, but they can do very very little. We have got to do it ourselves. To illustrate that, on one of our ships there was a fellow who was considerable of a bully; he had beaten up about everyone he tackled until he came to one man, and he was a little bit afraid of him, and he reserved him to the last. He said, I will go in the ship and take off my clothes and come out and fight him, and when he got in there he thought he would pray to the Lord, and he said, "Now, Lord, this is the first time I have ever prayed to you, and it will be the last time, and he says, I don't ask any favors of you, don't want any, but all I ask is, don't you help the other fellow, and it will surprise you how quick I will do him up." (Laughter.) So if the Government would only leave us fellows alone, we don't need much help (it is good to have a little help), and not attempt to tie our hands, we will be like the sailor, we will do the job.

We are having a great deal of trouble about cables. I think that your organization will do a great deal of service if you could help to get better service from the cables. It is almost ridiculous that a cable to the Far East takes two weeks to go and two weeks to come back. Something should be done about that. They are taking action in the United States, and your action here would help a good deal. It makes it almost impossible to do business.

Now, all foreign trade is acceptable, and I don't wish to depreciate any foreign trade that is going to European nations or to South or Central America, but I are going to talk more particularly of the trade across the Pacific Ocean. This Pacific coast here about 75 years ago, did any of you ever think what it was? It was a wilderness; there was nothing here but Indians. Now, when you come to look at it, all along this coast and see what has been accomplished in that time, you can see the grit and get-up of the people that have come over to this western coast. And you are facing about a billion people when you look out on the Pacific. You are on the shores of the Pacific and on the other side of it, there is about a billion people, and you can see what commerce you eastern gentlemen are getting direct from this billion of people. I just want to impress that on you. It might be said, Well, they have an old civilization there, what can we do there? To be sure the civilization was as in the time of Christ; it is the same in the interior of China to-day, but a revolution is taking place from the old to the new.

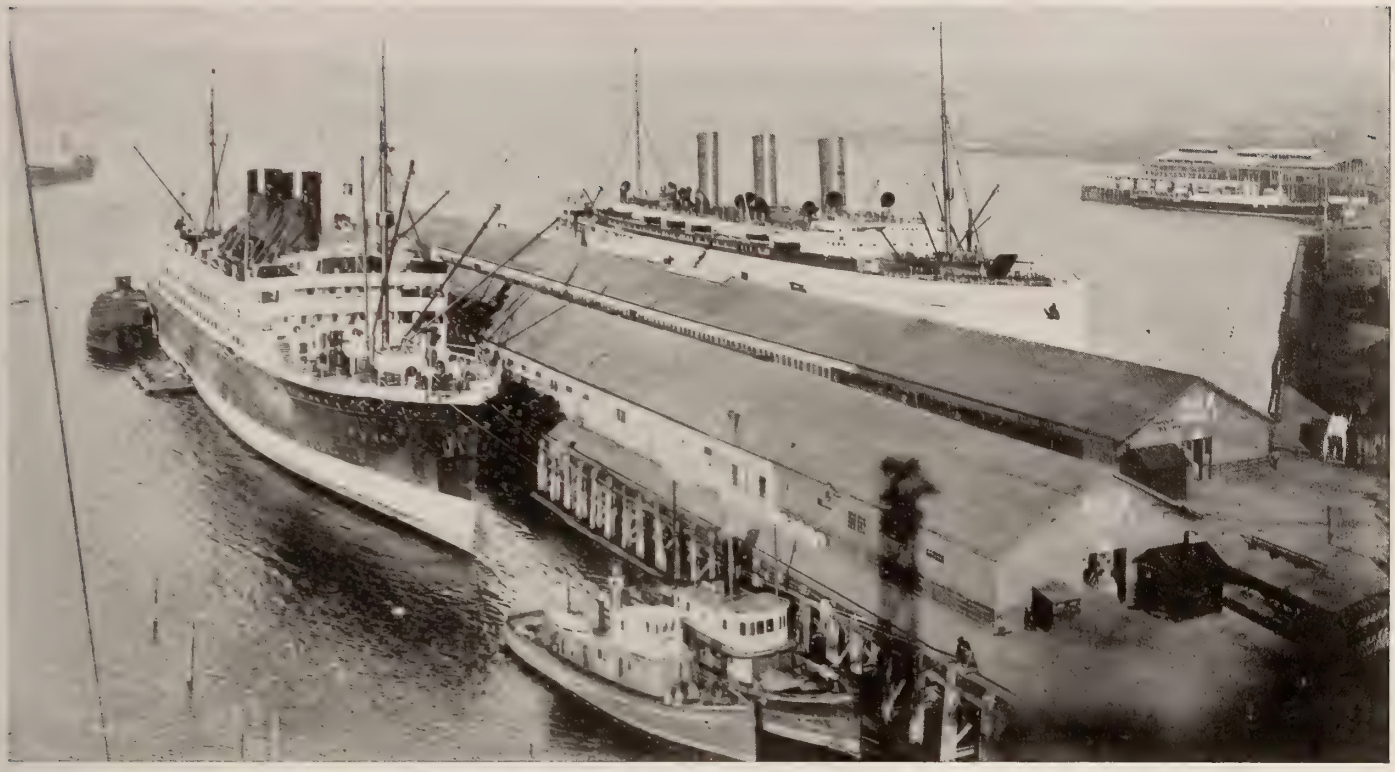
Coming Centre of World's Trade.

I said that the centre of the world's commerce would be transferred to the Pacific, and I don't think it will be so long. But to convince you of that fact it will be necessary for me to give you some reasons, and I will try and give you some. Fifty-three years ago the first steamer crossed the Pacific. I am not going to bother you with many figures, but I would like if you would keep this in your mind. Twenty-six years ago 77,000 tons of freight were carried from this coast to the Asiatic coast, and the freight that went westward-bound was 7,000 tons. That is, we exported only from this whole coast here 7,000 tons 26 years ago. Those are the figures from the Government statistics, and they are correct. Twenty years ago—a radical change had taken place inside of six years—there were 237,000 tons of shipping engaged on this coast at that time. That was when it commenced. In 1919 the entrance and clearances on this coast were 39,000,000 tons. I wish you would try and keep that in your mind. Twenty-six years ago there were 77,000 tons; less than 80,000 tons was the entire tonnage; and in 1919 the clearances of the ships were 39,000,000 tons, and that did not include any shipping that went direct from the Far East and through the Panama Canal. That is clearances on this coast here.

Possibilities of Future Growth

Now some of you that are good at figures—it gets beyond me; I can't figure; I don't know how to figure; but if you would figure what the commerce would be in 20 years hence if you figure on the same ratio; I say it is beyond me, I haven't got head enough for that, but you figure out and see, if the same ratio only continues, is not my statement pretty near right? Why, the Atlantic wouldn't be in it. There is no reason that it shouldn't continue; there is every reason why it should increase instead of decrease. Therefore I say to you manufacturers that are manufacturing in the eastern provinces, isn't it about time you were coming over here and starting manufacturing here to be in the swim when all this commerce is going? (Applause.) If you want to get into this business you can, but I want to tell you, gentlemen, there is nobody I know of that is going to present it to you on a silver platter; you have got to go after it.

Just to give you an idea what ridiculous efforts are being made to get trade over there, I see tons and tons of literature over in China (I have made 20 odd trips to China, and I know what I am talking about), there are tons and tons of catalogues and literature in the various consulates there



A Glimpse of Vancouver Shipping

An every-day scene along the waterfront of Vancouver, showing trans-pacific liners at the Canadian Pacific Railway Company's Pier A.

printed in the English language for the Chinese. What would you think of the Chinese trying to introduce their wares over here and they flooded Canada with pamphlets in the Chinese language? (Laughter.)

Should Know the Country.

Another thing it will be well to get familiar with and study the conditions over there. I was talking in the Chamber of Commerce of Seattle, and I told them I had attended a meeting of the Chamber of Commerce at Hankow, which is the geographical centre of China, and I tried to get them to send a representation over to the Alaska-Yukon Exposition they were going to hold there, and there was a venerable old gentleman got up, and what he said was translated to me, and he said, Where is that place that you call Seattle? And when I said that, there was a titter went all around the room, as much as to say, any man that don't know where Seattle is he doesn't amount to very much. I said that gentleman didn't happen to come from Hankow, he happened to come from the city right across. It was a walled city, about 55 miles around, and about 750,000 people in it, and it was a capital, and I said, Now, Mr. Chairman, I will ask if some of you Seattle men who are well posted here will just hold up your hands that know the name of that city. There wasn't a hand went up. I went on with my talk, but when I got through a gentleman got up in the hall, and said, Mr. Chairman, I don't propose to let Mr. Dollar leave this hall until he tells us the name of that blooming city. It is the city of Wuchong, the capital of Hupeh Province. It shows how little we know about even the large cities of China.

While I shall talk more particularly about China, yet I will say a few words about Japan. It has about 90,000,000 of people now, and Commodore Perry opened the ports of Japan to world's commerce 66 years ago. But on the 50th anniversary, 15 years ago now, I happened to be in one of the ports that was opened, and they had a big celebration. There were only two of us English speaking people in the town, and there was a big crowd of Japanese there. In the centre of the largest street they had a great big oil-painting of Commodore Perry shaking hands with the Mikado. They didn't shake hands much because he threatened to blow them off the face of the island. It was rather a joke to see that. We went up into a park at quite an elevation above the town, and there they had a representation of a steamer, a very good representation, made of canvas, and there was an inscription on it, and I asked a Japanese friend to interpret it to me, and it was this: "Thirty-five years ago this was our entire steam marine, that we had at that time, and this vessel was presented to the Mikado by Queen Victoria. To show you what improvement we have made in those few years, please turn around." You turned around, and you looked down the hillside, and there was the great battleship fleet of Japan that in a few days or few months after annihilated the great Russian fleet. I never saw a better illustration than that of the progress that Japan had made in that time. To me it was wonderful.

To Get Chinese Trade.

Now to get trade in China you have got to go for it. I want to tell you right now it is a man's job, don't send a boy before yourself. The trade can be got there, it is there if you want it, and I want to tell you good people of Canada that you are going to want it, and want it so darned bad that you won't know which way to turn. There are at least 400,000,000 people there, and more; I think it is nearer 500,000,000. The possibilities of business over there are completely beyond my comprehension, and I have gone pretty much over China and seen from year to year the progress that has been made and the development that has been made, and it is completely beyond me. I give it up. Nearly three years ago I bought a piece of land in Shanghai, and I built a wharf and warehouse, and I told my son, Now, if we build this wharf this way and the warehouse there, that will do us for at least five

years, probably ten. I went back there and my son said, Father, you didn't know what you were talking about. I have doubled the size of the wharf and warehouse, and still it is too small. That shows what little I knew. I thought I did know what I was talking about because I had made a study, but it goes clean beyond my comprehension the way this business is increasing over there.

The purchasing power of the people will have to be increased over there, and that is being accomplished quite rapidly. The Chinese have declared a boycott against the Japanese, and they have been short of a good many manufactured articles, and they have started to manufacture their own goods over there to a very great extent, and that is increasing the purchasing power of their people to a very great extent. There are fifteen large cotton mills which have been erected during the last two years in China that I know of. Fifty per cent. of the entire population of China goes barefooted, not from choice, but from necessity, and you can just imagine what commerce would be created if even their own people could get better clothing, and every one of them shoes and stockings.

To give you a little better illustration of the progress that is being made over there, the post office returns come nearer telling the truth, I think, than anything else. Seventeen years ago the post office handled 20,000,000 pieces of mail. In 1909 they handled a little over 700,000,000 pieces of mail. That gives you a better idea probably than anything else I can say. Then seven or eight years ago Hong Kong was the second seaport in the world; it was next to London. It has gone back now; I think it is about fourth place.

China is the second largest buyer of cotton cloth in the whole world. What we are doing now might interest you a little bit. We are carrying over a great deal of raw cotton to Japan, and we are carrying back manufactured cotton cloth and landing it right here. We are carrying the raw cotton over and bringing cotton cloth back. I should not kick, I am getting the freight both ways, but I am just telling you. Then they produce all the food their people can eat—four or five hundred millions of people—and they have some to spare. All the minerals you can think of are there, and they are in abundance. The United States have been getting more oil from the Asiatic coast than from any other part of the world during the war. China produces half the antimony that is produced in the whole world. We are bringing antimony in our ships over to this country.

When I have told you about all this, don't think the whole thing has been monopolized. There is lots of room over there for you, lots of it, and you will not crowd anyone out, but if you go over there you will develop a business. The business is there for the developing. When we started running here to Vancouver, the C.P.R. were running the only steamship line that was running. You would have thought when we began coming in here in competition with them we would have taken some of their freight from them. We never took one ton of freight from the Canadian Pacific. Their ships are running full and ours are running full. We developed the trade we are getting, and you can do the same if you go over there. (Applause.)

I spoke to you about Hankow. It is on the Yangtse River. One-eighth of the human family live on that mighty river and its tributaries. That is almost incredible, but it is a fact. Just to give you an idea of it, the Province of Szechwan is about 1,700 miles from the ocean, and we have just started to run a couple of steamers through the gorges or rapids of the river to Chungking, which is 1,700 miles from the ocean. That province has 70,000,000 of people, and that is the only communication they have with the outer world, and our ships only carry about 600 tons of freight, so that you can imagine the prospect there would be there. They are not living in poverty by any means; there are lots of rich people, and they manufacture and produce everything that they use. They drilled for oil there before the Christian era; and they have been evaporating salt with petroleum for centuries and centuries before the Christian era.

Let me just say a word about myself. I think that there is about 20 years more work in me yet. (Applause.) I am going to give that work to the developing of that commerce. I am only 76 years old, and I think you will say I am right when I say there is 20 years' more work in me. So I think that should be some encouragement to some of you gentlemen to go to it and get that trade. I am not trying to sell you a gold brick, I am not asking you to go there and do anything but what I have done myself, and I only hope you will have as much success as I have had, and not any more, and you will be a very happy lot of people. (Applause.)

Vote of Thanks to Captain Dollar

At the conclusion of Captain Dollar's address, Mr. F. W. Stewart, Montreal, moved a hearty vote of thanks, and suggested that the address be printed in INDUSTRIAL CANADA.

From Our Gallery of Convention Snap Shots



Thomas Roden
Roden Bros., Limited, Toronto
The Association's New Treasurer



Brig.-Gen. H. F. McDonald
General Manager, Alberta Industrial Development Association



W. H. Miner
Miner Rubber Co., Limited, Granby, P.Q.

Policy to be Followed in the Coming Year*

The Development of Export Trade to be Vigorously Promoted—The All-Round Development of Canada's Resources to be Prosecuted—Men of the Association to Measure up to the Requirements of the Day

By JOHN S. McKINNON

President, 1920-21, Canadian Manufacturers' Association

WE have heard during the last few days something of the work that has been done by the Canadian Manufacturers Association during the past year. I would like for a few minutes to give you some little idea of the policy that will be followed during the coming year. It is impossible to enunciate at this time the full policy of the Association, but there are a few items that I would like to draw to your attention. One of the matters with which the Executive will busy itself this year is the development of the export trade of Canada. (Applause.) This Association extends from the Atlantic to the Pacific, and, while the Atlantic seaports will have their full share of attention, I can assure you gentlemen that the Pacific ports will come in for their due share as well. We must have trade with other parts of the world. South America demands our attention. We must have a greater Canadian merchant marine, and some of that marine should be built in British Columbia. (Applause.) Matters of new trade routes will be investigated. Inland transportation in Canada has been very well looked after, but I believe that when that freight is brought to the seaboard there is a great lack of facilities. That is a matter that will receive the attention of your Executive. The seaports of this country must be developed, and the port of Vancouver, which seems to be the natural port of the Pacific in Canada, I can assure you, will have extra attention during the coming year. (Applause.)

All-round Development of Canada

The policy to continue the all-round development of Canada will be continued. The national resources of this country must be developed, and that to the highest possible degree. Anything that can be manufactured in this country must be manufactured here, and very little raw material exported. We want the finished product produced in this country. (Hear, hear.) If this is done, greater employment will be found for our people. In order to do this, gentlemen, we must have scientific research and technical education. The result will be a great improvement in the quality of Canadian-made goods.

The Association is not in any manner sectional, but will devote itself to the development of all Canada. It will re-assert the position that it takes that it believes the time has arrived for the appointment of a scientific tariff board in Canada.

This great Province of British Columbia—when we arrived at the border a few days ago a message was received that the latch strings of the province were hanging out, and I can assure you we have found that to be the case. That telegram was reprinted and posted in every car in the train. When we came through these mountains, magnificent in their grandeur, one would think there was the home of the gods where man seemed so insignificant and nature seemed so majestic, and one can well think that the sweet singer of Israel said: "I to the hills will lift mine eyes, from whence doth come mine aid." We hope that the cattle on the thousand hills will be yours; that the valleys will be filled with peace and plenty; that your forests will continue to supply the needs of mankind; that your mines will disclose their hidden secrets; that your rivers will teem with the fish which the world needs so badly, and on this whole Pacific slope the industries will thrive as we would like to see them.

The Race We Sprang From

The scenery of this province is wonderful, A sail on English Bay and up Howe Sound with the hunting dog and the sleeping beauty, and a little further along, overlooking all this and pointing to the Pacific, the lion-guarded gateway to the Orient. (Applause.) It is nothing new if we look out across the Pacific. We all spring from that race, from that tight little island which, in the 15th and 16th centuries, owing to the increase of its population, found that its people were driven over the seas in order to find a source of livelihood, and these days produced a Raleigh, and a Drake and a Cooke, and later a Fraser, a McKenzie and a Strathcona.

In the days that I have mentioned first, in the days of Raleigh, an event took place to which we do not pay, I believe, enough attention because, ladies and gentlemen, it was in those days that the foundation of the great British navy was laid. (Applause.) The men of those days seemed to have the natural gift for colonization and discovery. The reward was that Britain owned and occupied one quarter of the earth's surface. This, as in the past, excited the envy as well as the covetousness of some nations, and four different times the supremacy of the British Navy has been challenged in the last five hundred years. In the 16th century the most powerful monarch in Europe was Philip the Second; he had brought almost every monarch to his feet, but he looked to the north and thought that he would like to conquer England, and so he sent the Spanish Armada, and we know with what result. That was the beginning of Philip's downfall. In the 17th century Holland thought she would challenge the authority of Great Britain upon the seas, and met with a similar fate to Philip. About one hundred years later Napoleon challenged the supremacy of Britain upon the seas, and while he met his absolute defeat upon the field of Waterloo, his power was crushed by the British Navy in the battle of Trafalgar. (Applause.) And then we come down another hundred years or so and what do we find? Great Britain standing for civilization. We find another nation building a navy. In the year 1914, on August 4th, a date that has been written deeply upon the heart of every man and woman of this generation, we find again, for the fourth time, that the British Navy was challenged; and Germany was the assailant at this time upon one side, greed and ambition upon the other; and as Brutus said to Cæsar, "Because he was ambitious, therefore we slew him," so the Allies said to Germany, because of your greed and ambition, therefore you are slain. (Applause.)

Britain has never, upon one occasion, been the aggressor. She has defended her people in every part of the world. She

* Inaugural address of the new president at the annual banquet, Vancouver, June 9, 1920.

has abolished piracy and suppressed the slave trade, she has established freedom and liberty and civilization and always helped the peoples to self-government, showing that it is possible for the greatest autonomy to be given and at the same time strengthening the bonds of union between the Motherland and the Overseas Dominions. The history that I have tried to trace in these few minutes shows the bonds of the great British Empire. Gentlemen, does it not lead up to the natural and logical conclusion that the time is about ripe for an Imperial preference. (Applause.) As our forefathers looked out over the seas, so we stand in this magnificent city of Vancouver and look out upon the Orient, with its unlimited trade, and I believe that the men will be found who will measure up to the occasion, and Canada will get a rightful share and place in that world trade upon the Pacific.

But what of the future? This country wants what is best for the whole of Canada. We have a large country with a small population, and what we require, ladies and gentlemen, at this time, is men and women of faith, men and women of courage, and men and women of vision. I believe the Canadian Manufacturers Association will produce the men that are wanted in that particular line of activity. I believe that they will measure up to all that is expected of them, and we know the difficulties that they were met with when war was declared, and we know how they met them. We know the difficulties they met when peace was declared, and during the period of reconstruction which we have passed and are passing through, and I think they have measured up to everything that could be expected of them. And so, I say, let us have faith in the future of our country, and this above all, "To thine own self be true and it shall follow as the night the day thou canst not then be false to any man." I believe, gentlemen, that we have no difficulty in believing that Canada in the future will take her full share and full place in the nations of the world.

British Columbia's Industrial Position*

Exceptionally Favorable Climatical Conditions—Transportation Facilities and the Progress of the Shipbuilding Industry — The Rapid Development of General Industries in the Province.

By J. B. THOMSON
Chairman, Pacific Division, C.M.A.

I AM going to deal a little with the situation of industry in British Columbia. While comparatively speaking a young man, I have seen a good deal of life in the Far West. It is over thirty years ago since I stepped off a train at New Westminster, with my parents, coming through as a school-boy from Scotland. Since that date I have made my home on the coast in British Columbia. A little better than half that period I have resided in the City of Vancouver, so I can say I have witnessed many changes in that city and in the various towns in British Columbia which I have frequently visited. The spirit of optimism has at all times prevailed in the citizens of this Province. A few pessimists would drift in amongst our population from time to time, but the controlling force being so optimistic for the future quickly assigned them to oblivion by showng them that unless they were there to boost and work for the best interests of British Columbia, their welcome would be much greater in other parts of the world than within the Province of British Columbia.

Industrial Growth in Its Infancy

We are a new province as compared with the eastern provinces, and consequently our industrial life is very much in the class of an infant as compared with the older provvinces, such as Ontario and Quebec. Nature has been very profuse in distributing her gifts and has given us a great many resources which only await development through the hands of industry to make British Columbia the most important province in all Canada.

I need not refer first to the exceptionally favorable climatical conditions we have here. I feel sure that even in your short stay our weather has demonstrated to you the advantage of living in what many term "God's Country." From an industrial standpoint, in many industries, climate is of immense advantage. To be able to carry on industry for twelve months in the year under favorable conditions from a weather standpoint is an asset to be reckoned with. Our seaboard has been given a lavish share of natural harbors which are navigable and open every day in the 365 days in the year. The situation of the City of Vancouver must be only too apparent to all of you. Its position with reference to the possibilities of export trade to the Orient and our other neighbors, such as Australia and New Zealand, places it in a position against which at a very early date competition in many lines will be impossible, and the necessity will come for our friends from the East to locate their industries on our shores, if they intend to take advantage of the world's markets which await us, and which have been so ably put before this convention by Captain Robert Dollar and Mr. Bryan, our Canadian Trade Commissioner. I feel, after listening to those gentlemen, there is no member of industrial life present here but will see that he can find a market for his product in the Orient and trans-Pacific countries.

We have regular lines of steamers plying to China and Japan. The C.P.R. have a very efficient service in the large "Empresses," which cross the Pacific, and also other vessels. The Dollar Company have a freight service to China. The Canadian-Australasian Steamship Line maintain a regular service to New Zealand and Australia. There is now to be a regular steamship service from Vancouver to India, and this opens up great possibilities for trade through this port. With the regular service, cotton mills might be established here. They would have no difficulty in keeping their industry supplied with raw cotton, and with an all-water freight service both ways should be in a very good position to compete for trade in an export way as compared with Eastern United States obtaining their raw cotton from the South. It is said the annual crop of cotton to-day in India is second to that of the United States and represents upwards of seven or eight million bales.

Dealing with British Columbia's present position to cope with the export business, it would be interesting to note that, as a port, Vancouver already is a very important factor in the commerce of Canada. I asked our good friend Mr. Peters

*Speech delivered at the Annual Dinner at Vancouver, on June 9, 1920.



Where Pacific Shipping Congregates

This is a panoramic view of the marine railway and dock of Yarrows Limited, at Esquimalt, B.C. On the cradle in the foreground are two whalers undergoing repairs. Alongside the dock to the left are the steamers "Princess Maquinna" and "Princess Adelaide" of the C.P.R. Coast Service; the G.T.P.S.S. "Prince Rupert" and the S.S. "Arabian". To the right is the big C.N.R. car ferry, "Canora."

of the C.P.R. if he could give me some information with reference to deep-sea vessels which have entered our harbor from the first day of January to the 31st of May. Mr. Peters gave me the following information, which shows that, without consideration at all of oil tankers, but dealing only with ocean liners crossing the Pacific, we have had forty-six vessels come into our harbor and forty-five leave it during the first five months of the year. When one considers the magnitude of carrying capacity of these vessels and what they represent in wealth, it can be readily seen that the growth of the harbor of Vancouver and its importance in the shipping industry must have the eyes of the world upon it.

Variety of Products Imported

If one visited the docks when these vessels are discharging, they would be struck with the products which are coming from across the seas, and which in many instances are travelling east to our neighbor to the south to be manufactured for the requirements of their population, and in some instances for the requirements of our Canadian population. The place where the finished product should be made in the case of these raw materials should be right here in British Columbia. The finished product should be shipped to the consumer, rather than the raw material. Surely economy could be effected here.

Before passing from shipping, I would like to call your attention to what has been accomplished in British Columbia in the ship-building industry. It was not until 1916 that anything on a large scale was attempted in ship-building. In that year twelve vessels of 2,500 tons dead weight capacity, known as auxiliary schooners, were built. Six of these were built by the Wallace Shipyards of North Vancouver, and six on Vancouver Island. All these ships were launched in 1917 and put to sea. In 1917 the big yards which we now have of J. Coughlan & Sons were commenced on False Creek, and great steel steamships of 8,800 tons dead weight were put under construction. Ship-builders in other parts of the Dominion predicted failure for this new industry, but I think the record which has been attained by the Coughlan Yards in the building of so many of these large steamers and the compliments which have been paid them have shown that the predictions were far from being correct. The optimism shown by the Coughlans has been well rewarded in the compliments which have been paid them with reference to their ships when put to sea.

During the year 1917 the Wallace Shipyards of North Vancouver went into steel construction, and they contracted for the building of three ships of 4,700 tons dead weight. The first Wallace ship of steel was the *War Dog*. She went to sea during 1918, and was used by the Imperial Munitions Board, and later sold to Italian interests. The *Alaska* was the first ship launched by the Coughlan Yard, early in 1918, when she went to Europe and sailed through the mine-studded waters of the North Sea, the Atlantic and the Mediterranean, until the termination of the war, when she was taken over by Norwegian interests. In 1919 the steel yards of Vancouver and North Vancouver supplied nine ships, Coughlans launched five and the Wallace Yards launched four. The Imperial Munition Board's contract of ten 8,800-ton ships was completed by Coughlans, and the company also placed an 8,100-ton steamer in the water for the Canadian Government.

Wooden Shipbuilding

In the wooden yards, twenty steamers of 3,000 tons each were constructed, and twenty of 1,500 tons were launched on the order of the French Government. At Coquitlam a 2,800-ton Greek ship was built and launched, while in the Chaolberg Yards in Victoria two 1,600-ton schooners were built to Norwegian order. We are still keeping up the good work in shipbuilding on this coast. Many people thought on the termination of the war, shipbuilding would cease as far as British Columbia was concerned. Such is not the case. So far in 1920, Coughlans have launched three Government ships of 8,100 tons and two of 8,700 tons. In addition to this, Coughlans have set a record so far as all Canada shipbuilding is concerned by laying down the first big ship to company order. This vessel was sold before construction had been commenced to Swedish interests. Last month the company launched the steamer *Margaret Coughlan*, to company order This steamer will be operated by the company and be one of several ships to be operated by this enterprising firm. It is interesting to note that only a few weeks ago a third keel laid by the company was sold to Swedish interests.

Wallaces have launched one steel ship this year for coast-

ing trade, the *Chilkoot*, and their yards have been busy doing repair work. Two new steel shipyards were started in British Columbia last year on account of orders for Government ships, one at Prince Rupert by the Prince Rupert Dry Dock Co., who are building two 8,100-ton ships, and one at the Victoria Machinery Depot, where launchings are expected to take place this summer. Wallaces are now working on two steel ships, of 8,400-ton dead weight capacity, for the Dominion Government. Coughlans are now constructing two 8,400-ton Government ships, and an 8,800-ton vessel to company order, also one smaller ship for Swedish interests.

Progress of Shipbuilding

Since steel shipbuilding commenced in British Columbia in 1917, 171,700 tons have been built, Coughlans having constructed 138,000 tons. The wooden yards during the period of activity built 214,200 dead weight tons, and in this industry two yards are now busy. Returned soldiers have undertaken the construction of wooden schooners in the Victoria yards. The B. C. Marine is building a 600-ton steamer for the Union Steamship Co., and is now engaged on a 200-foot auxiliary schooner to special type and design, for the services of the Hudson's Bay Company in the Arctic.

The steel ships brought a general approximate price of $190 per ton, and represented a total of somewhere in the neighborhood of $32,630,000. The wooden French and Imperial Munitions Board ships averaged a cost of $205 per ton, and the approximate amount received for them would be in the neighborhood of $43,911,000. The total for this industry in British Columbia for the past three years would be somewhere in the neighborhood of $75,534,000.

	Wood, tons	Steel, tons
1917—Victoria, 6 ships	15,000	.....
N. Vancouver, 6 ships	15,000	.....
1918—Coughlans, 6 ships	.....	52,800
Wallace, 3 ships	.....	14,100
Wooden, 34 ships	87,600	.....
1919—Coughlans, 5 ships	.....	43,300
Wallace, 4 ships	.....	18,800
Wood, 43 ships	96,000	.....
1920—Coughlans, 5 ships	.....	41,900
Wallace, 1 ship	.....	800
B. C. Marine (wood), 1 ship	600	.....
	214,200	171,700

Approximately, as far as I can learn at the present time, in the shipbuilding industry in British Columbia, about 6,000 men are employed, so you can readily see, from the figures which I have submitted with reference to shipbuilding, that, as well as having harbors, we are in a position here, if called upon, to supply the ships requisite for export and import trade through the Pacific Coast.

The Extent of Industrial Development

We have, as already mentioned, immense raw resources represented in our natural mineral wealth, our timber, fishing and agricultural products. In this province, with agricultural areas properly developed, we should be able to raise a sufficiently large quantity for all requirements of a very much increased population, and also be able to have a good surplus for export. We have also, as no doubt many of you have noticed on your trip through the Rockies to the Coast, very large water powers which are undeveloped, and which, if harnessed for industry, would make manufacturing comparatively easy as compared with many other parts of our continent. I am not going to deal with past history regarding industry as applicable to those raw resources—as some of the speakers who are to follow me this evening on the programme are better qualified to do that than I am—and you will have the advantage of listening to the opportunities which present themselves to you from them. However, there are a few figures which I obtained from the Workmen's Compensation Board that I think are of great interest to all of us as manufacturers. These figures, I think, can be taken as very accurate, and show to what extent industry is being conducted in British Columbia, and what amount of money is being distributed through our pay-rolls to the citizens of our province. It must be borne in remembrance that the pay-roll calculated in this way deals only with those who benefit under the Workmen's Compensation Act, and not what might be termed salaried employees of many of our industrial firms in British Columbia.

	Pay Roll	Employees
Lumbering, sawmills, shingle and lath mills, pulp and paper mills, creosoting works, and logging railways	$30,000,000	25,000
Lighter forms of wood-working, planing mills, sash and door factories, etc.	2,500,000	3,000
Coal mining	10,000,000	8,000
Metal mining, reduction of ores and smelting, quarrying, brick-manufacturing	6,500,000	5,500
Iron and steel manufacturing, rolling mills, iron or brass products, machine shops, etc.	4,000,000	2,500
Lighter forms of manufacture, paints, shoes, flour, power-laundries, warehousing	9,000,000	9,000
Building and construction generally, wooden or steel shipbuilding, pile-driving, etc.	30,000,000	20,000
Electric light and power plants, N.E.S.. Steam or electric railways, etc., N.E.S.. Telephone of telegraph systems, N.E.S. Gasworks, N.E.S., motion picture machines, etc.	4,000,000	4,000
Navigation, stevedoring, wharf operations	3,000,000	2,000
Canadian Pacific Ry. and Cons. M. & S. Co. of Canada, and their subsidiary companies	8,000,000	5,500
Grand Trunk Pacific Railway Company and their subsidiary companies... Canadian Northern Railway Company and their subsidiary companies.. British Columbia Government ..... Municipalities ..... Canning or packing fish, fishing, fish oil, and fertilizing manufacturing. Kelp collecting ..... Explosive manufacture, fireworks, fuses Chemicals, N.E.S. ..... Retail employees ..... Great Northern Railway ..... Dominion Government	13,000,000	15,500
	$120,000,000	100,000

It is interesting to state that the Workmen's Compensation Board have an average monthly collection from industries of British Columbia of approximately $100,000, while for medical aid purposes they collect $15,600. It is also interesting to note the average wages, as shown to be paid in the various industries in British Columbia, by figures obtained from the Board, which are as follows:—

Logging	$5 19	Railways, steam	5 35
Saw mill	3 92	Stevedoring	4 65
Shingle mills	4 70	Navigation	3 92
Paper manufacturing	4 80	C. P. Ry.	4 58
Coal mining	5 22	Con. M. C. & P. Co.—	
Metal mining	4 89	Smelting	4 32
Machine shop	4 51	Metal	4 17
General construction	5 43	Grand Trunk Ry.	5 05
Shipbuilding, steel	5 05	Can. Northern Ry.	4 32
Shipbuilding, wood	5 57	Government	4 24
Street railways	4 65	Canneries	5 52

The Workmen's Compensation Board are also responsible for the figures that some 564 new industrial concerns have come into existence in the Province of British Columbia during the first four months of the year. These figures only represent industries which come under the scope of the Workmen's Compensation Act, so it is quite evident that industrial development at the present time is growing very quickly in this province.

Dealing with Vancouver as a port, we must not forget the fact that the natural course for export of the western provinces' grain must be eventually through this port. The Government have been alive to this situation, and we have today in Vancouver a terminal elevator with a capacity of 1,879,000 bushels. Compared with the total elevator capacity

of the Dominion, British Columbia's share of it is very small, but the terminal elevator we have here guarantees for the future the movement of a large proportion of the crops. Test shipments have been made to Europe *via* the Panama Canal route, and reports are that the grain arrived in splendid shape. With the movement of grain through this port, establishment of kindred industries, such as flour mills, are within the easy round of possibility.

As a further showing of the development of Vancouver, I think the figures from the clearing house of bank transactions is a very good source of information. If one refers to the bank clearings for the year 1902, they will find, for the twelve months, they reached the sum of $54,467,549. Every year, from that date until the present, has shown a steady increase, the total for 1919 reaching the princely sum of $654,913,208, which is practically twelve times greater than 1902. Nineteen hunderd and nineteen set a new example for bank clearings in the City of Vancouver, but 1920, if it keeps up the record of the past five months, will show another big advance over 1919, as I find that the average monthly clearings have run approximately $70,000,000 for the five months. For the month of May, which has just been completed, the bank clearings were $71,884,569, so that you see one month's business of this city represents a great deal more than the total year of 1902.

The budget which has just been delivered has brought home to us the fact that, as citizens, we are responsible for $1,935,946,312.85 of a net debt. We must meet the obligation on this debt and, to make payment, develop our industries. We must, of necessity, take advantage of the opportunity to develop our raw resources and manufacture the products thereof to as near a finished article as is possible, and must select establishment of industry with a view to the economy of production, so that we can go to the foreign markets of the world and compete in the export business. We cannot hope to pay this debt by passing the buck from one to the other. We must get the other fellow's dollar.

Sir Henry Drayton ably pointed out that we are importing too much from our neighbors to the south; hence the adverse exchange. We must make it our aim and object to develop our industries to the fullest capacity, and thereby it will be necessary to increase our population. The debt, if applicable to a population of say twelve or fourteen million people who are producing, instead of as it is at present eight million, would not be such a serious problem. Mother Nature's natural storehouse provides us with the wherewithal to become a creditor nation at a very early date, if we grasp the opportunity. It is the duty of every one of us, as it was during the war to defend our country, to use our very best efforts to relieve the burden that has been placed upon us as citizens, so that it may not fall heavily upon those who have to follow after us, and I feel sure every member of the Canadian Manufacturers Association individually recognizes his duty, and will do his best.

Tariff Situation Thoroughly Discussed

(*Continued from page* 199.)

of knowing what the Canadian manufacturer really is doing. To a certain extent, what Mr. Campbell has said is correct as far as our line is concerned, but in possibly a great many of the cases the situation is as it is outlined in the report."

MR. J. B. THOMSON (Vancouver): "Following out Mr. Stewart's remarks, I think a very important feature has been brought out. With reference to the large cotton mills in Canada, I think you will find at all times the Eastern cotton mills, during the past year, have been selling at a lower price than you could import goods from England, and they did not take advantage of the situation.

"There is another point in connection with this tariff question that up to the present time has not been brought out in the report. I don't know whether I can convey it without the correspondence I have, properly, but take a concrete example. Say a Canadian goes over to France to purchase ribbons as against the Belding Paul people who manufacture, and he has to pay duty on the value of home consumption in France which is on a very much depreciated franc, but that makes it almost impossible for him to import ribbons as against a London salesman selling to Canada. That London buyer goes over to France, buys his ribbons and pays for them on the depreciated franc and sells a certain quantity on the London market, establishing a price on the London market in ribbons, and when he exports to Canada he uses his home selling price, while he has to pay duty on the value of the franc. At the same time his exchange with Great Britain is on the depreciated franc, and he really pays on a much lesser amount than he should in that way. I think if that is figured out you will find it is a hard blow to those dealing in ribbons in Canada."

The motion to adopt the report was carried and the report of the Tariff Committee declared adopted.

From Our Gallery of Convention Snap Shots



R. E. Jamieson

Dominion Rubber System, Limited, Montreal



C. G. Robson

W. H. Clark & Co., Limited, Edmonton, Alta.



F. J. Campbell

Canada Paper Company, Limited, Winds Mills, P.Q.

Industrial Future of British Columbia*

As the Pioneers Could Scarcely Have Foretold the Rapid Expansion That Has Taken Place Already, so There is Ground for the Greatest Optimism When Looking to the Future—The Wonderful Progress That Has Been Made to Date

By G. G. McGEER, M.L.A.

BIDDEN by your invitation to a discussion of British Columbia from an industrial point of view, and "forbidden" by express direction to make a political speech, I appreciate, in trying to reconcile orders with propriety, the perplexity of the little maid who, though ordered to learn to swim, was yet adjured "now go my darling daughter, hang your clothes on a hickory limb but don't go near the water," for, Mr. Chairman, I can assure you that to leave out of this discussion the spice of our delightful political activities is somewhat the same as trying to learn to swim without water, and I can assure you, adds somewhat to the difficulties of the occasion.

I appreciate in addressing this gathering, representative as it is of the great business interests of the Dominion, that it is essential to avoid any mere glittering generality, high-sounding phraseology or any appeals to pure emotionalism, but I trust that you will pardon me, if, during my remarks, I appear to be overly optimistic in being too willing to anticipate the future, for while I can get along without making a political speech, I cannot help being a British Columbian, and no British Columbian can live without optimism. (I have no doubt that you have been advised about, and warned against, that optimism from time to time by your creditmen).

In my instructions I have been given to understand that I may touch lightly on our history; that I may say something of the industrial position that we now hold, and that I have a *carte blanc* order to discuss, without limit or reservation, the existing possibilities for future development.

A Review of Past Progress

The time at my disposal permits me but the briefest reference to our history, delightful, interesting and inspiring though it is. I only wish to touch upon the outlook as it might have appeared, to the adventurer and pioneer of other days. When we look back at some of the adventurous spirits who carried out the first exploratory expeditions to our shore and who came in search, as you are well aware, of the mythical North-West passage, could it have been possible that they would have thought of the change that a few short years would make? I wonder if, in 1778, when Capt. James Cook finally decided that no such passage existed, the veil of the future could have been drawn aside, permitting him to see the solution of that problem of a passageway to the East in the stupendous work of another band of equally intrepid and daring men—the construction of the Canadian Pacific Railway. This not only solved the problem of the North-West passage, but did something even greater than that for, by the laying of over 3,000 miles of steel rails, the men who forced that undertaking through in the face of overwhelming obstacles, united the people of the Dominion of Canada by bonds that never can be broken and made possible the development of the Empire's greatest colony to what it is to-day.

Was it possible, do you think in 1793 that Sir Alexander Mackenzie, the first white man to sight the Pacific, via the overland route, which he did in the vicinity of Bella Coola, had the faintest idea of the hundreds of thousands of souls that were to follow in this short space of time, the trail that he had blazed?

In 1808, when Sir Simon Fraser, whose monument looks out of its cold bronze eyes from its site in the ramparts of New Westminster City, across that river that bears his name, and which at that time he discovered, do you think it was possible that that great adventurer and visionary genius, even in the wildest flights of his imagination, could conceive of anything of the potentialities of the river and the land that he made known.

Completion of the C.P.R.

In 1885, when the last spike was driven and rail connection between East and West was complete, the builders of the greatest railroad ever undertaken had just cause to be proud of the achievement. Do you think that they foresaw the future as it has been disclosed? I am inclined to the opinion that, great as their expectations may have been, there was not a man in that whole magnificent undertaking who realized for a moment the success with which the future would crown the undertaking, or even dreamt of the value of the resources, or the industrial possibilities as they have come to be known to-day, of that land the railroad opened to the people of the world.

Do you think that a passage from Montreal to Vancouver in 92 hours was even possible as a conception in any of their minds, or do you think the erection of this magnificent building as a part of the hotel system of that railroad, of the extension of their transportation system across the Pacific, and the operation of such boats as the *Empress of Asia* or the *Empress of Russia*, were possible of conception at a time when some of the leading statesmen of the Dominion were predicting that the undertaking would end leaving "two streaks of rust" across the Canadian West as a monument to the folly of the proposal?

Mr. Chairman, so it is down every step of the wonderful story of the development of the Canadian West, the future has always justified the daring and has always vindicated the optimist who worshipped at her shrine.

Justification for Optimism

I am just making one or two references to the past with a view to justifying the work of the pioneer of to-day and that is the work of the men who are pioneering the development of a great industrial community. In the beginning we had the explorer, and following in the wake of the explorer in British Columbia, as in every other part of Canada, came the fur trader. And up till the time of the discovery of gold in the bars of the Fraser River and in the Cariboo, fur trading was the sole occupation of the few white men in the country, but in the fifties the discovery of gold brought to the West a flood of immigration and the immigrant of that day was the argonaut of old; he was the soul of optimism, and his spirit has never been eradicated from this country and never will be.

*Speech delivered by Mr. McGeer at the annual dinner of the Association at Vancouver, on June 9, 1920.

It was then that mining was added to the list of industries. The boom that followed the discovery of gold, as it always does, brought many more seekers than were successful and many were compelled to find employment elsewhere, and as there were no manufacturers available with a pay-cheque, we had in that early day the first "back to the land movement" and incidentally added another industry to the list, namely, agriculture. And so the community of British Columbia slowly commenced to take form and its members lived and thrived and kept on living, I am satisfied, mostly on hard work and optimism.

The next great step forward outside of the creation of the colonies of Vancouver Island in 1849, and British Columbia in 1858, and their merger in 1866, into the Province as it is to-day (which features, of course, I am not permitted to discuss because it may be said that it would savour of politics), was the construction of the Cariboo Road which connected the interior with the coast, and which was the precursor of the railroads of to-day. Then in 1885 the Canadian Pacific Railway was completed and a new era dawned in British Columbia, but it was not until the gold discovery in the Klondike in the last nineties that the Province of British Columbia came to be known as having possibilities and potential wealth in other sources that would equal if not surpass her mining possibilities, and probably it would be correct to say that the true development of industrial British Columbia does not go back beyond 1900.

In 1898, the year of the Klondike rush, the population of the City of Vancouver, including all of its environs, was 21,000. In 1902 it had increased to 45,000. To-day it is estimated that the City of Vancouver and its environs has a population of at least 173,000 white people and 15,000 orientals. The population of British Columbia has grown from 178,500 in 1902, until to-day it has reached the grand total of 445,000.

From that time on, in connection with the industrial growth of the community, sweeping and exhaustive investigations have been made into the extent, value and the uses to which they can be put of all our natural resources. Our timber has been surveyed and classified; our minerals have been prospected and developed; our water powers have been estimated; our agricultural lands have in a general way been examined and experimented upon; our coal areas have been and are being developed and, with the knowledge that these investigations have given us, we stand in British Columbia to-day, no longer in the position of the speculator, but on the contrary the possibility and extent of our industrial development is now a known factor. This knowledge has been responsible, during the last twenty years, for a remarkable industrial development, and great though that development has been I think I will be able to show you that few countries can offer to the settler, the investor or the manufacturer such advantages as he may find here. This is a country of 385,855 square miles; it has a population of less than half a million; there are mountains stored with exhaustless treasure; forests, vast and primeval; and rivers that loitering or tumbling run wanton to the sea, providing power in abundance for the manufacturer, and in many instances natural highways from the interior to the coast. An even climate above a fertile soil yields to the husbandman almost every product of the temperate zone. Of the essentials of industry, water, power, coal, mineral, timber and agricultural products, we have them all in abundance, situated on 750 miles of coast-line whose harbor and trade possibilities are unexcelled.



A British Columbia Industry

Scene in the plant of the Heaps Engineering Co. at New Westminster, which was visited by the C.M.A. party

Tapping this store of wealth from the East are three great transcontinental railways to say nothing of the connections that are made with the great American railway system to the south of us, and on the west the ocean provides a highway to the markets of the world. In our coast

waters, in our rivers and lakes, there abounds a wealth of food fish sufficient to feed the people of the whole Dominion. From this assured and permanent advantage is growing an amazing system of industries, which is attracting attention from every quarter of civilization. Such, sir, is the picture of this province. Such, sir, is the source of inspiration that gives to the British Columbian his spirit of optimism.

British Columbian Forest Wealth

The survey of our forest wealth by the officials of our Provincial Government places our total stand of merchantable timber at 400,000,000,000 feet board measure. The three-year survey made by the Board of Conservation for the Dominion Government, placed that estimate somewhat lower and I think gave it at 366,000,000,000 feet. The annual growth is estimated at over 5,000,000,000 feet, while the total cut to-day is much less than 2,000,000,000 feet, thus showing that our cut is only a little over one-third of our annual growth. In 1903 the cut of lumber did not exceed 320,000,000 feet, but in 1910, however, the cut had jumped to 1,040,000,000 feet; in 1919 the cut mounted to 17,583,290 feet, and there is a substantial increase estimated for the year 1920. A comparison of the figures for the last four years of the value of the forest products created by the timber industry will give some general idea of the value of the asset to the Province and its steady increase in volume:

1916	$35,500,000
1917	48,400,000
1918	54,162,000
1919	70,000,000

This Province within its boundaries contains more than half of the total stand of timber in the Dominion of Canada, and without touching our enormous reserve, we can increase our production almost three-fold. With the growing demand for timber, and timber products, the world over, we can look forward surely to a steady annual increase in this great basic industry, and it will develop, as it grows, all of the attendant industries necessary for the manufacture of tools, machinery, equipment and supplies which are used in the lumber camps, in the mills, and the manufacturing plants that constitute the timber trade. We can look forward to the developing of a great merchant marine for, in such a land, a merchant marine has always an inexhaustible supply of cargo outward bound.

The Pulp and Paper Industry

In 1910 we manufactured no pulp or paper in British Columbia. To-day this pulp and paper industry is firmly and definitely established as a part of the industrial life of the Province. We have at Powell River, Ocean Falls and Quatsino Sound, three of the largest pulp and paper mills in the world, and last year the value of the pulp industry was $12,254,000. Of the two essentials of this industry—pulpwood and water-power—there is an abundance. The water-power on tide water alone is estimated at 1,000,000 horse-power, while the supply of pulpwood is practically inexhaustible. The world shortage of pulp and paper, to say nothing of the rapidly developing Eastern trade, is sufficient indication of the existence of a market for all that can be produced. And besides the three large mills that I have spoken of, there are already smaller ones in existence and several others are, I believed, projected. If our wealth of timber and wood were all that we had, our industrial prosperity would be assured, but that is not all by any means. The mineral industry is equally as great.

To date the mountains and creeks in the Province have produced $640,000,000 worth of minerals of all kinds. To-day the mineral industry employs over 13,000 men and annually distributes approximately $16,000,000 in wages. This industry has produced for every man, woman and child in the Province the sum of $141.00, the highest per capita production on record. Figures are always fascinating and, when one follows the record of the growth of the mineral industry down from the year 1852, we cannot but be conscious of a feeling of pride, for the statistics disclose one long story of a never-ceasing but always successful effort to wring from nature the treasures she has so carefully stored within the bowels of the earth. And in the year 1918 the mineral wealth produced totalled $41,780,000. When you consider that figures in face of the fact that our mineral reserves are barely scratched some idea of the possibilities of future development may be appreciated.

Vast Mineral Production

In the year 1918 the total production of copper amounted to 61,483,754 lbs., and yet in the Province of British Columbia we have no copper refinery. The Britannia Mine on Howe Sound, not 25 miles from where we sit to-night, is the largest copper mine in the British Empire, yet, Mr. Chairman, its ores are smelted at Tacoma, in an alien and a foreign land. All along the coast-line as you travel northward are properties in different stages of development—some small and some large—until you come to the Granby property some 650 miles north of here. Since the opening of this mine in 1914, it has outstripped all others as a copper producer. The smelter provided for the smelting of the ores is the second largest in the British Empire. In the year 1918 they produced 29,697,376 lbs. of copper. The Copper Mountain property just outside of Princeton, the property of the Canadian Copper Corporation, is just commencing its producing activities. Its capacity is 30,000 lbs. of copper per day and no doubt will become one of the large producers. This, sir, is the story of copper, and had I the time I could tell you equally as wonderful a story of the development of the mining of gold, silver, lead and zinc.

If you will turn your attention to the Kootenays in the south-eastern portion of the Province, you will find amongst a host of others the largest silver, lead and zinc mine of the world, the property of the Consolidated Mining Company, whose fully equipped smelters are located at Trail. The new camps at Stewart and Alice Arm, while as yet not proven, are giving every indication of producing mines that will be equivalent of any that have already been discovered in this country, and particularly the silver values are being looked to with exceptional expectation. With this enormous industry distributing as it does in the purchase of supplies, in the purchase of machinery and equipment, and in the payment of wages, enormous sums, it is not difficult for me to impress upon the manufacturers here present the quantities of material that must be manufactured to keep such an industry going.

We have by dint of perseverance and hard work proven the Province of British Columbia to be a great mineral country. We have experienced remarkable growth in the development of that industry, but who is there here that can say that we have not the right to look forward to a growth of which our present condition is but a mere indication of its extent and value? At least I think that I am safe in saying that there are few countries, certainly no Province in the Dominion of Canada; and I know of no other place that offers to the miner and the mining promoter, or to the manufacturer a future of opportunity so great and so varied. There is hardly a form of mineral, with the exception of tin, that has not been found in quantity; there is no building



View Along Waterfront, New Westminster

One of the spots visited by the C.M.A. party during their trip to New Westminster on June 9

material which we have not got; our reserves of iron and coal have been pronounced by experts of exceptional value. For many years it has been considered an essential to the true development of the industry of British Columbia that we should have facilities for the manufacturing of pig iron and steel. It is true that those who have predicted this as an essential necessity may have been anticipating the future too willingly, but there is no question but that the time is rapidly coming when not only will such an institution be an essential necessity but will be a practical possibility.

Enormous Coal Reserves

The coal areas of British Columbia contain reserves of coal amounting to approximately 76,000,000,000 tons. The greater percentage of the total coal deposits of the Dominion of Canada exist in the Province of British Columbia and in the sister Province to the east of it. The coal fields of Vancouver Island, the Nicola Valley and the Crow's Nest are all substantial producers, while the anthracite coal fields in the North in the Ground Hog coal country have presented indications of great possibilities as soon as transportation facilities develop, and these deposits are within 90 miles of tidewater.

Recently very extensive discoveries have been made of valuable deposits of iron. In the White Water country in the Chilcoten District, I understand some 50,000,000 tons of ore have been located that is particularly easy of mining and suitable for making pig iron and steel. This is only one of several deposits of high-grade iron ore known to exist.

This gives some slight indication of the possibilities of industrial activities in the mineral reserves of the Province, but the reference I have made to those possibilities is very slight as compared with what might be properly said about them.

To the manufacturer who looks askance at the rising cost of fuel, the water powers of British Columbia must appeal as nothing else possibly could. The volume of water power in British Columbia is 2,500,000 24 horse power, and while, of course, many of these water powers are as yet not developed, the time will come when they will be developed and when they are developed and operating, as they will be, the manufacturer will have the definite assurance that he will be supplied with the cheapest power in the world. If we were dependant upon our forests and our mineral wealth, I think it would appear to you that we would be well taken care of, but these great assets are only incidents in the distribution that the divine hand of Providence has made of wealth and substance in this land.

In the year 1918, the value of our fisheries almost equalled that of all the rest of the Dominion of Canada combined, amounting to $27,282,223. There have been abuses in the development of that industry from which the country will suffer and against which proper precautions must be taken, yet at the same time it must be remembered that up to the present time our deep sea fisheries have hardly been touched. There may be one trawler operating between the 49th parallel and Alaska and, if there is, that is all, but there is an opportunity which unquestionably will be taken advantage of, to exploit the deep sea fisheries, and when that day comes the fisheries of this Province will then, and then only, come into their full and true proportion. In 1918, during the food shortage a trawler, known as the *James Carruthers*, was operated over a period of 151 days, making in all forty-nine trips. The approximate catch was 2,000,000 lbs., consisting of sole, flounders, witch brill and other food fish of the flat variety. The wages that the men netted, including board, was approximately $2,000 cash or over $3.00 per day.

Agricultural Growth of Province.

I have given you an insight in the development of our industrial community in the field of timber, in the field of mineral and in the field of fisheries, and I just want to draw your attention for a moment to the agricultural growth of this Province. There are many who come to this country who go away with the false impression that the Province of British Columbia is a sea of mountains, that it has a few mines and a few fisheries and a few lumber camps and little else. Nothing could be further from the truth, and for fear any of you here to-night may be mistaken in that particular conclusion I want to refer to the growth of our agricultural industry. In 1892 we had a home production of all agricultural products amounting to slightly less than $2,000,000. In every year from that date forward till to-day there has been a marked and steady increase. While in that year we imported some $2,659,000 worth of agricultural pro-

ducts, which was more than we produced. In 1910, we had practically equalled our importation with our production, when we produced $14,000,000 of agricultural products and imported $15,000,000. Slowly but surely that development continued until in 1918 we produced $49,444,000 worth of products and our importations were a good deal less than half of that amount, or $21,905,446. Last year, 1919, was a banner year. We produced $65,398,556 worth of products and imported but one-third of that amount, or $22,734,000. Can I hazard the prediction here to-night that some day in the not too distant future the Province of British Columbia will become a great exporter of agricultural products? The total area of land of the Province of British Columbia is 226,186,570 acres; of this, a goodly portion is made up of mountains and lakes and waste land, but available for agricultural production there is in this Province 26,618,000 acres of land, or 10 per cent. of the whole, of which area there has been taken up 2,540,000 acres of land, or about 11 per cent. Of this land taken up, there is at the present time under cultivation 414,000 acres of land, or 16 per cent. of the total taken up, as of the area available for agricultural purposes only 1.8 per cent. is used. That our land will rapidly come under cultivation from now on I am certain is a fact, and already a large immigration seeking agricultural land has, since the close of the war, begun to arrive within our borders. If you will travel out to the delta of the Fraser and travel that wonderful valley, you will find the finest dairying, mixed farming and small fruits and berry-growing area imaginable, and the same can be said of much more of the lower mainland and Vancouver Island.

Development of the Interior

If you travel into the interior plateau, of which Kamloops is the largest city, you will find a country from 200 to 300 miles wide, stretching from our southern boundary northward over 700 miles suitable at all times for cattle and sheep-raising, and in many places you will find it suitable for grain-growing, alfalfa and mixed farming of the most intensified order. You will find the country opened up and developed to a remarkable degree; you will find that country dotted with lakes and well supplied with water from sparkling rivers and streams. You will find a remarkable system of highways and roads; you will find, throughout, innumerable towns and villages, while as yet small, all started on the highway to greater growth and development.

Bordering on the Okanagan Lakes you will find the wonderful fruitlands of the Okanagan Valley. The growth of the fruit industry is one of the remarkable features of the west. Fruit lands of the interior are taking second place to none, and just in that connection, in 1911, the production of fruit was $878.181 and see what has happened in the short period of time that has elapsed to date. From less than one million dollars the industry has grown in eight years to a production of $7,772,774, or an increase of almost a million dollars per year.

The value of the exported fruits in the year 1911 was $185,000. The value of the exported fruit in this Province in 1919 was over five millions of dollars. To-day the farmer has passed the pioneering stages. As the volume of production has increased, he has gradually overcome the difficulties that beset him in the beginning. You will find now his co-operative organizations such as the creamery, and the fruit and vegetable cannery; you will find in existence the condensed milk factory, and the jam factory, and you will find organizations created for the marketing of his produce no matter what it is. His transportation difficulties are being rapidly overcome. The general scheme of transportation is a very extensive one, for besides the three great railways to which I have already referred, there are many branch lines, tapping the richer localities and valleys. The Kettle Valley road which crosses the southern part of the Province extending to Nelson on the Kootenay Lakes, and the Pacific Great Eastern extending from Vancouver north-eastward to Fort George, which will be completed this year, serve a tremendous area of the Province.

The System of Highways

Supplementing this rail communication is a system of highways now in course of construction, which will give, when completed, a system of roadways constituting in all some 17,000 of miles. When the work is finished you will be able to motor from Vancouver to practically any part of the Province. You will be able to travel through the Fraser River Canyon along the route of the famous Cariboo road, and from there you will be able to motor through the Crow's Nest Pass to Alberta, or northward to the pleasure resort at Banff in the heart of the Rockies, or you will be able to travel northward through the Cariboo country to Fort George and from Fort George westward to Hazelton. You will appreciate what this will mean to the settler and the interior points of settlement, to say nothing of what it will mean to the intending settler and the tourist. Such a system of highways bids fair to make Vancouver one of the tourist centres of the North American continent.

In a country such as this, where the industrial wealth annually produced from its natural resources alone totals in the vicinity of two hundreds of millions of dollars, when it is realized that all of this has been accomplished in the last 20 years by a population of less than half a million people, surely it is not necessary to elaborate upon the possibilities for industrial activity which here exist.

You will find in this Province a prosperous and hospitable people. You will always find much of the spirit of the earlier pioneers, and while you will find the same old optimism and the same old spirit of fortitude, I make bold to hazard the statement that there are none here to-night who are able to anticipate what the industrial future will unfold during the next quarter of a century. We believe that we are but at the beginning and we feel that there is no limit to the possibilities of our growth and expansion.

A Province of Great Possibilities

I have taken up considerable of your time, but if I have been successful in placing the facts and figures which I have given before you in such a way as to merely court a further investigation by yourselves, I am content to feel that my time has been well spent, and what I wish to impress upon you gentlemen here to-night from other parts of this great Dominion, that the Province of British Columbia is the part of Canada with the greatest of possibilities; that the success of its development depends upon the energy and the ability of the captains of industry of this land. As the adventurers and pioneers of other days have shown the way and blazed the trail to this then far-off country, the pioneers of industry during the last 20 years have opened the door to the possibilities of her future industrial greatness.

The General Manager of one of the largest and most important departmental stores in Australia is visiting Canada and is desirous of meeting manufacturers who are interested in export to Australia. His firm buys and imports goods of almost every description. Information may be secured at Commercial Intelligence Department, Canadian Manufacturers Association, Toronto.



Vancouver Hostesses of the Excursion Party

Members of the Ladies' Reception and Entertainment Committee photographed at the Summer Home of Mrs. J. J. Banfield, North Arm of Burrard Inlet, on the occasion of the visit of the C.M. A. Ladies to this beautiful spot. Standing, left to right, are Mrs. O. Phillips, Mrs. J. G. Todhunter, Mrs. Erb, Mrs. R. H. Gale, Mrs. H. E. Grout, Mrs. A. J. Paterson: Seated, Mrs. S. D. Scott, chairman of committee and Mrs. J. J. Banfield. The figures to the left and right of the group are Mrs. H. M. Ramsay and Mrs. J. B. Thomson.

Premier Oliver's Address at Opening Luncheon

History and Resources of British Columbia Sketched in Picturesque Language at Board of Trade Function on Monday, June 7

HON. JOHN OLIVER, Premier of British Columbia, in addressing the members of the Canadian Manufacturers Association at the luncheon given in their honor by the Vancouver Board of Trade, Monday, June 7, spoke against time and without reference to notes. In the few moments allotted to him, however, Hon. Mr. Oliver gave welcome to the coast province to the visitors, reviewed the industrial history of the country in recent years and sketched in picturesque language the possibilities of the future.

In his opening remarks the speaker deplored the fact that he was confined to a few minutes. He was not used to making short speeches, he said, and thought that it was unfortunate that he was called upon to condense his speech, as it would not permit of him adequately dealing with the tremendous opportunities of British Columbia.

Continuing, the premier said, "One of the difficulties we are faced with here in this province is that our raw materials are shipped away, either in their natural state or only partly finished. This makes a great difference, as for instance pig iron is only worth a few cents a pound, but when manufactured into fine watch springs is worth many thousands of dollars a pound. We are in the position of having the raw materials, which we ship away, obtaining a price comparatively small in proportion to the finished article, and then we buy back the manufactured product at an advanced price. This is not right. In doing it we are robbing ourselves. We have not been making the most of our opportunities and resources.

"What we want and what we must have is Canadian goods manufactured from Canadian resources for the Canadian people. Not for the people of the West, or those of the East, but for the people of the whole of the Dominion."

Continuing, the premier told of the increase in the production from the soil of British Columbia, quoting figures to substantiate his declaration, that British Columbia was fast becoming less dependent for her foodstuffs on imports. He told of the development in mining, of the opening out of new mineral zones, and of the potential wealth of the hills. What was required was proper development. "There are vast coal areas in this province, and yet we are importing fuel oil where we should be making use of pulverized coal in place of oil," he commented.

He had recently returned from a visit to the interior, said the premier, and he pictured in forceful language his impressions of the journey. Leaving the main line of the C.P.R. at Hope he had crossed through the Coquhalla Pass, a district where new mines were being located, to the Similkameen Valley. Here at the town of Princeton were coal mines, and beyond, up the valley were productive orchards, while four miles away was Copper Mountain where more than ten million tons of copper ore had already been blocked out. Passing over to the Okanagan Valley he was in the midst of the fruit country, where there was an increasing population of happy and industrious settlers. Beyond he went to the Kootenay country with its ore deposits. This country was rich in minerals and products of the soil. He described the expansion of the smelting plant at Trail. Here, for the first

time in British Columbia, the copper taken from the mines of the province was to be finished. Other smelters had either shipped the matte away across the border to be refined, or had taken one more step in the process, that of manufacturing blister copper before sending the product to New Jersey for completion. At Trail the copper would be taken in as ore and would be turned out as copper rods, ready for the market. It was expected that eventually, bars and sheets would be milled at the plant.

With a wealth of detail the speaker described the lumbering activities of the province, and in doing so referred to the possibilities existing for the establishment of wood-working industries. He also hinted at the waste when he said that while the return from the forests for the past year had been approximately $70,000,000, it had required the cutting of 1,758,000,000 feet board measure to bring about this return.

The available timber reserves of British Columbia totalled 366,000,000,000 feet, according to the estimate of the Conservation Commission, said the speaker; but the Provincial Forestry Department had calculated it as 400,000,000,000 feet. The annual growth was about 5,000,000,000 feet, and the annual cut about one-third of that amount.

The premier explained that he had pictured the resources of the province in order to show that there was every reason to expect a largely increased population, so necessary to manufacturing, as well as to point out the opportunities existing in British Columbia.

"Speaking about iron," he exclaimed, "We really do not realize what we have in this province. We knew that we had big deposits of iron ore, but thought we could not secure hematite for fluxing it. Recently, however, great quantities of bog iron have been located, and before you manufacturers return to hold another convention here we shall have iron and steel industries in operation."



J. F. Mackay
Willys-Overland, Limited, Toronto
Chairman 1919-20 Publishing Committee

Turning his attention to the canning industry, the premier pictured the progress made in this industry in recent years, and then exclaimed:

"What is the matter with British Columbia going into the sugar beet industry?"

He went on to explain that there were unmeasured stretches of land in the province available for such an industry. The big central interior, he said was crying out for settlement. There were great areas of grazing land on which the foot of domestic animal had never been placed, while countless hills offered pasture for hundreds of thousands of sheep, the wool of which could be used in the manufacture of cloth in the province.

While much had been said of the depletion of the sockeye salmon runs of British Columbia, continued Hon. Mr. Oliver, a great deal more could be said of the development of the fisheries along other lines; of the great catches of ground fish, halibut, cod and other members of the finny family; of the whaling stations and of the new industry just starting, that of manufacturing leather from the hides of sharks.

There were many industries in British Columbia he said, naming a few of them, but there was need for a great many more. He illustrated this by reference to the pulp and paper manufacturing possibilities of British Columbia.

Future of Paper Industry.

"You in the east," he said "and all over the continent are suffering from a shortage of paper, and particularly newsprint. In British Columbia we have millions of acres producing pulp wood. We have several big plants at work on the Coast making pulp and paper, but they do not supply the whole market. There is room for many more pulp and paper plants. In the interior of this province there are opportunities for the establishment of these industries. Take for instance at two points. There is Quesnel. Rivers and lakes stretch through the great central part of British Columbia along which there grows an abundance of pulp wood, which can be easily and cheaply transported for hundreds of miles to Quesnel by water. There is ample hydro-electric power available on development. There is sulphur in the province, while in the mountains are available large quantities of the finest talc, almost pure, which can be used in the manufacturing of the better grades of paper.

"At Prince George there are similar opportunities. There are several rivers along which the finest kind of pulp wood can be floated to mills at that place. There is available water power, and in fact all that is required is the machinery and labor."

In again welcoming the convention to British Columbia, the premier said, "You have a very important and responsible part to play in the building up of the Dominion, but in building up a great industrial nation of Canada due consideration must be given to the human element, for conditions have changed. I have no quarrel with Capital. It is necessary, and if properly used it is a great reserve of power for good. Capitalism is a friend of mankind when it is properly directed, but there exists a need of educating the minds of people to the necessity for economic production and the bringing about of more harmonious relations between all classes of the community.

"Wealth," continued the premier, "is not the proper standard of success. There is something greater than wealth. It is service, and the true standard of success is service. If unrest is to be done away with a new sentiment must be manufactured in the minds of men and women—not the sentiment of dollars, but the sentiment which calls for the utmost in service."

Trade Possibilities on the Pacific Coast*

A Summary of the Great Natural Resources of British Columbia—How These Resources Will be Utilized in the Coming Year in the Development of Trade With Eastern Canada, the Orient and Other Parts of the British Empire

By J. O. CAMERON

Cameron Lumber Co., Limited, Victoria

BEFORE launching out into the field of speculations on what great trade possibilities are to be realized during the next ten years, some reasons for my faith should be given.

The whole of the Pacific coast of Canada is within the Province of British Columbia, whose area is 355,855 square miles—thirty-seven thousand square miles larger than the combined area of the States of Washington, Oregon and California. Its coast line, everywhere made irregular by bays, estuaries, inlets and arms, which form numerous safe harbors and ports, is thousands of miles in extent.

Under the heading of forests, I can tell you that the best estimates available give the area of standing timber at one hundred and eighty million acres. It is recognized that the timber is of a superior quality and of large size, and that this province has the largest compact area of forest on the North American continent. Estimates prepared by the Forestry Branch give the quantity of merchantable timber at about three hundred billion board feet.

Up to the present there has not been cut during any one year as much as two billion feet, which includes all the timber taken out of the forests, viz.: pulpwood, poles, piles, mining props, hewn ties, as well as logs for the lumber mills, which is less than 1 per cent. of the total stand. The Annual Report of the Forestry Branch of the Province, recently issued, shows that the value of the timber products for the year 1919 was $70,285,094, leading all other basic industries

British Columbia has a considerable area of agricultural lands as well as her tremendous territory of standing timber. A small percentage of her agricultural lands is being utilized.

Value of Agricultural Products

The Honorable Mr. Barrow, Minister of Agriculture, has recently issued a report giving the value of the products of the agricultural industry for the year 1919, which shows the very considerable sum of $65,384,556, being a very close second to the value of the products of the forests. While the area of land suitable for agriculture is reduced by the mountains and lakes, nevertheless the valleys and arable land along the sea shore are fertile and productive. These areas will be best utilized divided into small farms of ten and twenty acres, which can be brought to a high state of cultivation. All such places will make the most delightful homes, as, besides the charming climate, they will have the advantage of sublime scenery, being always in sight of towering forest-clothed mountains and beautiful lakes and streams.

The mines of the Province have long served to add to the wealth of her people. The important minerals produced are gold, silver, copper, lead, zinc, and many others in small quantities. The reports of the Department of Mines for the year 1919 show the value of these minerals gained from the mines during the year amount to $20,095,057. The principal items being: Copper, $8,631,205; silver, $3,871,063; gold, $3,216,865; lead, $1,658,121; zinc, $2,717,803.

Coal deposits of great extent exist in many sections. Only three districts, however, have so far been systematically prospected and worked, namely, the Crow's Nest Pass, the Nicola Valley, and the East Coast of Vancouver Island. Records in the office of the Minister of Mines show a total production of 2,504,000 tons during the year 1919. All of the coal developed is bituminous of a good grade.

Extensive developments of ore are found in a number of places. Mr. Kindeman in his report to the Department of Mines states that there are deposits of magnetite in the valley of the Gordon River near Port San Juan, at several places in the vicinity of Barclay Sound, at Head Bay and Nootka Sound, all on the west coast of Vancouver Island; at Klaanch River, near Alert Bay, and near Quinsan River on the east coast of Vancouver Island; also on Texada Island. There are large supplies of good limestone on Texada and Vancouver Islands, and none of the deposits are far from the coal mines of Vancouver Island.

Water Teeming with Fish.

The waters surrounding the Islands and rippling through the straits, in and out of the estuaries, inlets and sounds, driven on and drawn back by the ever-changing tides, are everywhere teeming with fish.

The reports given out from the office of the Honorable Commissioner of Fisheries show that the value of the fish taken during the last year for which reports are all made up, was $21,051,711.

While discussing the products of the sea, it is not amiss to mention the fact that wide areas have a thick growth of kelp. This plant has been found to be useful for various purposes, but a process has recently been perfected for converting it into good cow food. If this should prove to be what is claimed, the industry of gathering the kelp and working it into cattle food will prove to be a very large one.

Large deposits of clay and shale suitable for making brick, tile and other clay products, are found in many localities, some of which are being worked. Mountains of rock suitable for making cement also exist, and two large cement works are located on Vancouver Island near the city of Victoria. The abundance of coal and opportunity for shipments by water give unexcelled promise of great trade developments in the clay products and cement.

The Province's Water Powers.

There are many other natural resources and basic industries which might be mentioned and described were the time sufficient, but I will only refer to one other, which is of so great importance that any description of the resources of the Province omitting it would be far short of a description of her natural resources. I refer to the great water powers now developed and yet to be developed. The actual development of this great natural asset up to the present time amounts to about three hundred thousand horse-power.

Now, having briefly referred to the great natural resources of the country, and shown the present state of the development thereof, it is my purpose to direct your atten-

*Address delivered at the annual banquet of the Association at Vancouver, June 9, 1920.

tion to the future, and endeavor to show you some of the great industries which should, and no doubt will be established during the next decade.

Trade between our Pacific coast and the other provinces of the Dominion will increase more rapidly than ever before. There are now in operation three great transcontinental railways, two being Government-owned, and the other the great C.P.R. system, which is no doubt the greatest of all privately-owned railway systems; so that the means of transportation of all products and commodities is therefore most complete. The full power of this Association should be constantly exerted to force upon Canadians the habit of using Canadian raw products in their factories, and being sure that the manufactured articles they buy are from Canadian factories. I am quite aware of the campaign which has been carried on by this Association for a long time with that object, and can only say "keep up the good work."

Needs of the Prairie Provinces.

The three provinces occupying the great grain-producing prairies are growing rapidly in population and otherwise, and therefore are needing lumber, shingles and other building materials in increasing quantities year after year for their new improvements. They are finding that they must depend on the forests of British Columbia to supply their necessities. In years past the lumber mills of the United States supplied considerable part of all the forest products used in the prairies provinces. The U.S. mills used that section as a dumping place for their surplus production. Now there is no longer any surplus production, and probably never will be again. To prove the correctness of this conclusion it is only necessary to quote the words of the Honorable Mr. Meredith, Secretary of Agriculture for the United States, used in his report to the United States Senate. He said, "Scarcity of timber in the Eastern States is by no means the only cause of high prices. But the fact remains that three-fifths of the original timber of the United States is gone, and that we are using timber four times as fast as we are growing it."

In view of such a condition in the United States, it is reasonable to suppose that very shortly there will not be any lumber or other forest products to be spared from that country for the Canadian needs; therefore, the people of Manitoba, Saskatchewan, and Alberta will look to British Columbia for their lumber. Also Ontario will likewise have to ship larger and even larger quantities of her lumber requirements from the Pacific Coast.

The great forests are here ready for the axeman. The production of lumber, shingles, boxes, paper and in fact all commodities derived from the forests, might well be twice in quantity what they are. And if Canadians will adopt the principle of using Canadian products, the whole will be required for home consumption, which will really be the condition within four or five years, or in fact just as soon as the mills can be established with the capacity to supply the demand.

The prairie and Ontario lumber dealers have been unable to get their requirements supplied from the British Columbia mills for the past year or more, and as a result have had to make up the shortage from the United States mills, or go without. The natural growth of the forests of British Columbia would reproduce annually twice the present cutting of timber, so that the quantity standing would not be depleted; provided the ravages of forest fires can be reduced to a minimum, and care is taken to give lands only suitable for forest growth a chance to reforest.

No doubt you have all noticed with considerable interest the fight which has been going on between the newspapers and latterly the Government, and some paper manufacturers in Canada, wherein the Government undertook to prevent the selling of paper in the United States until the domestic demand should be satisfied. With timber suitable for pulp and paper standing thickly over thousands of square miles in close proximity to great undeveloped water-power sites, up and down this Pacific Coast, it hardly seems reasonable that capital will be much longer wanting for the development of such sections, and thereby remove the complaint made about the great shortage of print paper. Many new lumber and shingle mills will be erected to take care of the increasing demands for building materials; also some large paper mills will be constructed within the period under consideration.

The only thing standing in the way of more rapid development along those lines at present, is the fact that capital is timid about venturing into any form of industrial institution. The capitalist considers himself between two fires; on one side the labor organizations demanding more and more for themselves and insisting that the share of capital shall be less and even less of the earnings of all industries; on the other, the governments are needing ever increasing sums of money, and are constantly looking for sources from which such needs can be supplied; and it seems that it has come to be considered that the easiest means for procuring same is by taxing the industries; therefore, the man with money to invest hesitates about putting it into an industry. However, when the taxing powers take another look around and begin drawing from the idle capital, we shall no doubt see more people willing to take a chance on investments in industries for supplying the nation's wants.

Of the total production of 1,758,329,600 feet of lumber during 1919, by the mills of British Columbia, only 109,000,000 feet were exported by water, of which amount the United Kingdom took about 65,000,000 feet. The quantity of water-borne shipments would have been much larger but for the fact that there were no bottoms to be had. The Canadian Shipping Board will soon have in operation in the Pacific a respectable fleet of first-class merchantmen, making regular sailings to Australia, New Zealand, China, India, so that regular shipments of forest products can be made to all those countries.

New Ocean Services

The Canadian Pacific Ocean Service, Limited (C.P.R.), already have established a steamship service between Vancouver and the Far East, by putting into commission six steamships of an aggregate of sixty thousand tons, with three sailings per month. Such a service will inevitably bring about a large trade between the millions of Asiatic people and the people not only of British Columbia, but of the whole of Canada. The City of Vancouver will, by the very necessity of location and conditions, become a great busy port, through which will pass hundreds of thousands of tons of merchandise annually. Already she is waking up to the task which will be imposed upon her right soon, by getting under way the construction of great docks and other extensive works and harbor improvements.

Other cities of the Province are not intending to leave the whole of this ocean-borne traffic to be handled in Vancouver alone. The Dominion Government has recently completed the construction of a breakwater just without the entrance to the Victoria inner harbor, and within the protection of the great breakwater two docks have been built with sufficient berthing room for four of the largest-sized ships. Also wharf buildings for storing and taking care of the cargoes, all connected with the railway tracks, which with the outer wharves privately owned, and the inner wharves owned by the C.P.R., the Grand Trunk Pacific and

other private concerns, all put the city and port of Victoria in a most excellent position to handle all incoming cargoes, and dispatch the merchandise on to its destination. The port of Victoria must of necessity continue to grow in importance. Cargo carriers will soon be more plentiful, and the markets of all the countries bordering on the Pacific will be open to British Columbia forest products.

With the full development of the timber and pulp of the Province, which must inevitably soon be accomplished, this will give employment to thousands of hands, and be sufficient in itself to keep the coast section in a prosperous condition; however, no such thing as having to depend on one industry can happen here where nature has yielded her favors so bountifully. As has been hinted before, the undeveloped iron deposits constitute the great hidden treasure which will be found and added to the other natural bounties to complete the industrial supremacy of our Province.

Possibilities of an Iron Industry

One of the alluring possibilities for increasing the trade of this coast is to be found at Campbell River on Vancouver Island, where there is a promising deposit of iron ore, very near the Campbell River Falls, which Mr. G. R. C. Conway, in his description of the water powers of British Columbia, says, "is capable of a development of 150,000 horse power at an economical figure." Before the passage of another ten years some promoter, with a broad vision, will have that water power harnessed and put to work, converting by electric energy the iron ore into merchantable "pig." Thereafter, this Province will take first rank in the production of iron and steel, as well as in lumber, fish, coal, and copper. Then will follow the establishment of shipyards, where will be built ships for all nations, and many other industries using iron and steel.

In a great many localities where great industries are established the water is bad, the climate is too hot or too cold or perhaps both, or there is something else wrong, so that it is only endurable as a place of residence because it is necessary for the operators and employees to be there to look after their work. They would all leave if they could. No such thing is true on this coast.

An entirely unbiassed description of the climate is given by Mr. Watson Griffin in his pamphlet prepared for the Department of Trade and Commerce, entitled, "Canada the Country of the Twentieth Century." He says:

"The climate of all the British Columbia islands and the coast lands is greatly affected by the warm water of the Japan current and the winds that blow off it, so that the winters are very mild and moist. Snow seldom falls, and when it does come never stays long. Soft, warm, moisture-laden winds also blow up the long inlets of the sea, which extent many miles inland and along the river valleys, losing their moisture as they go inland, but retaining sufficient heat to greatly moderate the climate of the central and northern plateau. The most northern islands, and the mainland coast opposite them have a milder climate than Scotland; while the climate of the southern mainland coast and Vancouver Island resembles that of the south-western counties of England."

And again, touching on the subject of trade possibilities for British Columbia, the same author, under the heading "A Manufacturing Province," says:

"The farms, the forests, the mines and the fisheries of British Columbia will give employment to a large population; but one of the most important industries in the future will probably be manufacturing. With numerous water powers, great supplies of coal, all the metallic minerals, and immense forests of the finest timber, no country is better suited for iron-making and wood-working industries; while the climate is especially adapted to the manufacture of textiles. It is well known that a moist climate is most favorable to the successful manufacture of the highest grades of cotton and woollen goods, and there are many points along the coast admirably suited to textile manufactures. Immense areas of land are suitable for sheep raising. Raw cotton can be imported from the Southern States, Brazil, Australia, or India, and wool from New Zealand."

The development of the trade of our coast, like all the Dominion, would be greatly promoted by preferential tariffs with Australia, New Zealand and other states and commonwealths of the Empire, and I have faith in the constructive statesmanship of the men who will shape the policies of the various self-governing commonwealths, to expect a well-developed scheme for fostering and encouraging trade amongst themselves. With that expectation realized, there is really no limit to the trade possibilities of this Province, which instead of being considered one of the distant outposts of the Empire, will shortly come to be known as an industrial centre from which great trade routes radiate to all the states of the Empire. Quoting again the words of Mr. Griffin, I show you the great advantages of a location on this coast:

"The geographical situation of British Columbia is most favorable for trade with all the countries of the Pacific and Indian Ocean. A British manufacturing establishment with a large trade in the East, by establishing a branch in Vancouver could save over 6,800 miles of carriage in shipping goods to Japan or Siberia, over 5,000 miles in shipping to Shanghai, China, over 4,000 miles in shipping to Hongkong, about 4,900 miles in shipping to New Zealand, over 4,600 miles in shipping to Sydney, Australia, and nearly 1,000 miles in shipping to Singapore."



B. W. Coghlin
B. J. Coghlin Co., Limited, Montreal
Chairman 1920-21, Education Committee

The Problem of Technical Education*

How to Reorganize and Strengthen the National Fabric to Meet the Needs of the Future—The Part that Should be Played by Technical Education in this Important Task—What Canada is Doing to Further the Cause

By L. W. GILL, M.Sc.
Director of Technical Education for Canada

A FEW months ago I gave a short address to the Ontario Division of this Association in Toronto, and I dealt with this subject in a very general way. To-day I am going to present the subject as a problem.

You are familiar with the Technical Education Act which was passed last year by the Dominion Government, and you know that the Federal Government appropriated $10,000,000 to aid in promoting this work, this money to be distributed among the provinces covering a period of ten years, which will be approximately a million dollars a year for distribution. This is distributed subject to the condition that the provinces put up an equal amount of money for this work, and an agreement is to be reached between the Federal and Provincial Governments as to how the work is to be carried on.

Technical education as defined by the Technical Education Act is simply the form of education or training which is necessary or desirable to promote industries in Canada. That is a very broad definition indeed.

Getting Too Much Education

I have talked to a good many employers in this country since becoming interested in this work, and I find that there are more people in this country than I had anticipated who are of the opinion we are getting too much education; that young people are being educated away from employment, that the young boy in the country is being educated away from the farm, and that what we want instead of education is training, the same kind of training, so to speak, as you would give a horse—mechanical training. So that this problem is a mechanical one or it is an educational one. If we are to train our young people, our workers, to be a part of a machine, then it is a mechanical problem; if we are to deal with them as human beings and make citizens of them then it is an educational problem. For my own part I see no reason why, if you take the boy, for instance, on the farm—and the great cry is now that the boys are going away from the farm to the city, they are being educated from the farm, there is too much education—I fail to see why teaching a boy how to judge an animal properly and how to keep a record, for instance, of his dairy herd so that he can weed out the poor animals and take care of the good ones, and how to judge seed—I fail to see why that should take the boy away from the farm; I should think it would awaken an interest in the farm work and keep him on the farm, and the same way with any other industry. As I see the problem, however, as far as the farm is concerned, it is not education that is taking him away from the farm; it is because the boy knows that the people in cities are earning more money and have more time to themselves and more opportunity for recreation and pleasure. It is not education. Secondly, the policy of the Department of Labor in whose hands the administration of Technical Education has been placed, has decided on a policy of education, that this is an educational problem.

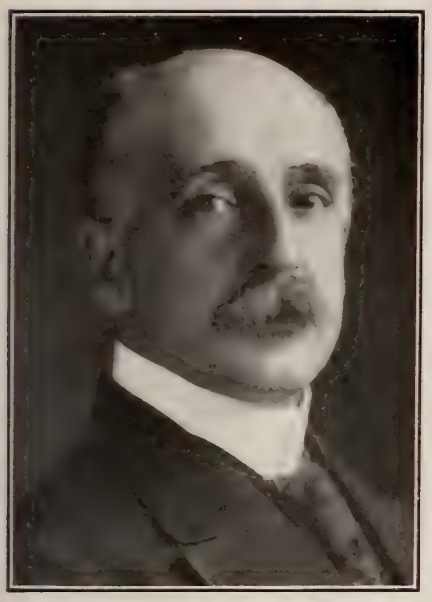
Now, in treating it as an educational problem I am going to treat the problem as a whole from the educational point of view, and just briefly touch first on some of the conditions which we have to consider in dealing with this problem.

Reorganize the National Fabric

Since the signing of the armistice in 1918, the great problem confronting every nation involved in the war has been how to reorganize and strengthen its national fabric to meet the needs of the future. Men in all walks of life have been discussing plans for reconstructing everything, including our educational system. Rarely, however, does any of us admit that we ourselves are also in need of reconstruction. Notwithstanding this, one can observe a great change in the mental outlook of most people, and this change is still going on. Our standards have changed radically. Relative values have also changed. As an illustration of this change one has only to point to the recent appointment as head of one of our leading universities of a man who is not a college graduate. Prior to the war such an appointment would never have been considered. And this appointment is by no means an experiment, as a certain newspaper has suggested, but is an indication of a definite change in policy. Similar changes are observable in our industrial development. The demand is for men with character, vision and administrative ability rather than for men possessed of special knowledge. Far-reaching changes are also to be noted in the relationship between employers and employed. The policy of establishing Joint Industrial Councils on the principle of the Whitley scheme in England is rapidly growing in favor in Canada. This movement was unanimously endorsed by the representatives of both employer and employed at the Industrial Conference last fall. No organized effort is being made to forward this movement, yet there are eleven of these Joint Councils now established in Canada. The most important step in this direction was taken about two weeks ago when the Association of Canadian Building and Construction Industries and the Trades and Labor Congress of Canada agreed to organize a Joint *National* Council. This Council is now being organized. The chairman is to be appointed by the Minister of Labor. Many other changes in our national life may be noted, but I will refer to only one more, viz., the enlargement of our responsibilities as citizens as a consequence of recent steps taken toward a fuller expression of our nationality. Our country has taken its place and proved its worth not only on the field of battle, but also as a recognized member of international councils. The war has done much to create in Canada a national spirit. As this was acquired through stress of circumstances which we did not control, and not through any initial effort on our part, there is danger that it may soon be lost. To avoid this, means must be adopted to develop it and give it more tangible expression. But how many of us are giving any thought to these matters? How many realize that every citizen must take a keener in-

* Address delivered by Professor Gill at the annual general meeting, C.M.A., Vancouver, June 9, 1920.

Three New Chairmen of Standing Committees



Insurance

Arthur Hewitt

Consumers' Gas Co. of Toronto Limited



Publishing

J. F. M. Stewart

Pointe Anne Quarries, Limited



Legislation

C. J. MacFarlane

Canadian General Electric Co., Limited

terest in the state if we are to develop our national spirit to an extent which will enable us to carry with becoming dignity those increased responsibilities which we have taken on as a people? And how many ever think of how the reputation which Canada won during the war is to be maintained and enlarged? No doubt a few of our people are giving some thought to these questions, but what about the mass? What about our young people? Are they receiving any instruction or enlightenment on these very vital matters? Practically none; and yet in a few short years they must assume all the responsibilities referred to. It is in this respect that our system of education is particularly weak and in need of reconstruction or extension.

It is gratifying, however, to know some efforts are now being made to remedy this defect.

Youth a Valuable Raw Material

This brings before us the subject of education in a general way. Before speaking on technical education, which is the particular topic for discussion, I would like to say a few words about the subject of education from the broadest viewpoint. First of all, it is to be noted that in the youth of our country we have the most valuable raw material of which the country is possessed. This raw material is very diversified, the variety being limited only by the number of individuals. Some are suited for development to perform tasks which require a maximum of mental effort and a minimum of physical effort, while others are suited for tasks which require more physical effort than mental. It is the function of our educational system to sort and develop this raw material so that it will be of maximum usefulness in building up and enriching our national structure. In other words, the true function of an educational system is to produce citizens of the highest order possible from the raw material available. The degree of success attained in performing this great national work is the measure of the real efficiency of the system.

The problem of sorting the raw material is beset with many difficulties, as it is entangled with the very roots of our social order. For this reason no systematic attempt has been made to do this work. Any scheme for this purpose, to be effective, must be based on a consideration of the natural capacity or native ability of the individual. Hence it is primarily a psycological problem. Under our present social system educational opportunities beyond the elementary school are largely dependent on the size of the parent's bank account. To some extent the youth in the cities have an advantage over those in the rural districts. In the case of those whom fortune favors with more advanced instruction, the selection of a definite career is left largely to fate or chance. In this direction there is a great field awaiting development. It is to be hoped that before long we may find some rational method by which we can do this very important work.

Leaving the question of sorting, let us now consider the process of development. It has already been noted that the ultimate objective of education is citizenship. This means that certain qualifications must be developed in each individual. The ultimate and essential qualification is productive capacity, mental or physical, or both. A healthy man who cannot earn enough by honest effort to support himself and family is certainly not a good citizen. The second essential is a knowledge of, an interest in, and a due regard for our social and economic structure of which he forms an integral part. Included in this is goodwill, desire and ability to cooperate with others. According to Pericles the Athenians regarded a man who took no interest in public affairs not as a harmless, but as a useless, character. Other requirements are: proper standards of conduct and character, good habits, ability to take enjoyment out of work as well as out of recreation, etc. A perfect system of education should develop all these qualities in each individual to an extent which is limited only by inborn capacity.

Education System as it is

Let us now look at our education system as it now exists and see how nearly it approaches this ideal system. First, we have a system of elementary schools which are intended to provide free instruction to every child without exception. A reasonable effort is made by our provincial governments to

provide this instruction, but there are many children, especially in the rural districts, who receive very little or no instruction because they do not attend school. The result is that about 10 per cent. of the children in Canada grow up to maturity with little or no education. In these elementary schools the child is taught to read and write, and the use of figures. Facility in this work was regarded in the past as the framework of education. To-day these are regarded more as tools by means of which an education may be acquired. Incidentally, however, these acquirements involve development of memory and a certain amount of hand and eye training. In recent years manual training and nature study have been introduced into some of the elementary schools. As the child matures the study of history, geography and language is taken up. The whole course of instruction is so planned that the normal child will complete the course before reaching the age of 14 years. The majority of our provinces have a law which provides for compulsory attendance up to 14 years, but it is not always enforced even in the cities, and in many rural districts the school is so far from the home that the children cannot reach it. The result of these conditions is that a large percentage of our children drop out of school between the ages of 11 and 14. Public school reports indicate that only 40 to 45 per cent. of the children attend up to the full age of 14. Some attend beyond that age, but, altogether, less than 30 per cent. complete the eight grades which make up the whole course of instruction. Comments on these figures are not necessary, as they cry aloud to heaven. In the light of these facts the question naturally arises, what does the elementary school do toward developing the children into citizens? Do they develop any of the requirements previously mentioned? My answer is that, beyond providing the tools previously referred to and preparing the mind of the child for real education, they do very little. Much more could be done in developing conduct and character, but time will not permit further reference to this. Such then is the condition of our material as it leaves the elementary school.

Secondary School System

For those who wish to get instruction of a higher grade than that given in the elementary school, we have a system of secondary schools—commonly known as grammar schools, high schools and collegiate institutes. These schools are organized and conducted primarily to provide instruction for those who have sorted themselves and have decided to take up the vocation of teaching or some one of the learned professions. A certain number elect to enter these schools for the purpose of collecting information which they think will be of use to them in after life. Others enter because they or their parents think it will give them a better social standing.

Of the 30 per cent. who complete the work of the elementary school, only about one-third or 10 per cent. of the whole number of children enter the secondary schools. Of this 10 per cent. only one-third or 3 per cent. of the whole ever complete the work of the secondary school. These figures are only approximate for the reason that complete and accurate statistics are not available.

For those who wish to still further develop their mental faculties and those who wish to enter the professions, we have our universities. Of the 3 per cent. who complete the work of the secondary school less than one-third, or less than 1 per cent. of the whole number, enter the university. Taking teachers and those training for professions together they make about 1 per cent. We thus reach the conclusion that our educational system provides vocational training for only 1 per cent. of its youth. In other words, 99 per cent. of our youth have to fit themselves as best they can for useful occupation. 90 per cent. receive no instruction or guidance whatever after they reach 14 years, 70 per cent. get only a part (60 to 90 per cent.) of the instruction given in the elementary schools, and 10 per cent. get practically no instruction. These figures indicate very clearly that our present system falls far short of the perfect system previously outlined. Figures, however, do not always reveal all the facts. The figures indicate that about 90 per cent. of our youth receive no instruction after they reach the age of 14, but they do not reveal the very important fact that for educational purposes the years from 14 to 18 are the most valuable. At about 14 the boy begins to think for himself and reason; begins to think about what his life work will be. On the other hand, he starts to stray away from the home and its influences; social habits begin to take definite form. Yet during these four precious years which are so favorable for the real development of the boy, 90 per cent. of our youth get no guidance whatever. They are allowed to drift out into the world to fight the battle of life as best they can. And we wonder why our working classes listen to agitators, why they do not understand the organization of society. It is to our credit, however, that some steps have been made toward remedying this great weakness in our system of national development.

The Problem of Technical Education

Last year the Federal Government passed the Technical Education Act, the purpose of which is to promote and assist technical education in Canada. As defined by the Act, "technical education" means any form of vocational, technical, or industrial education or instruction which is considered necessary or desirable to aid in promoting industry. The review of our educational system which I have just made gives some idea of the problem which is involved in the purpose of this Act. It has been noted that our present systems provide vocational training for only about 1 per cent. of our young people. In other words, it develops only 1 per cent. to full citizenship. But the 99 per cent. have just as much right to have free, or nearly free, training for full citizenship as the 1 per cent. And it will be of great advantage to the country if they are so trained. Briefly stated, then, the problem of technical education is to provide instruction and vocational training for 99 per cent. of our young people whose degree of development varies from the standard of high school leaving to illiteracy. It is a problem which can never be completely solved, because of the enormous expense involved. But even if we attempt to develop one-half of the 99 per cent. the problem is still a stupendous one. For the purpose of further discussion let us try to visualize what would be necessary to develop, say, 25 per cent. instead of 1 per cent. Our present high schools have class-room accommodation for an average of about 7 per cent., but only a small amount of space for equipment which would be necessary for vocational training. If an adequate equipment for vocational training were provided these schools would not accommodate more than 5 per cent. It follows then that if we are to give vocational training to 25 per cent. of our young people we must provide accommodation equal to five times the present high school accommodation; also the necessary equipment and teachers. Where are we to get the money to provide these? Under the provisions of the Technical Education Act the Dominion Government has agreed to pay to the provinces, for this purpose, an average of $1,000,000 a year for ten years, on condition that the provincial governments spend dollar for dollar on this work. Speaking generally, I may state that

(*Continued on page* 248.)

From Our Gallery of Convention Snap Shots



J. O. Thorn

Metallic Roofing Co. of Canada, Limited, Winnipeg



S. R. Parsons

British-American Oil Co., Limited, Toronto



J. A. Reid

Hartt Boot & Shoe Co., Limited, Fredericton, N.B.

An Estimate of Canada's New Taxation

By SIR JOHN WILLISON
President, Canadian Reconstruction Association

CANADIAN manufacturers will welcome the changes in the Drayton budget. While the new tariff regulations are still open to criticism, at least they are appreciably better now than in their initial form. When the new taxes were announced, the Canadian Reconstruction Association instituted a careful and detailed analysis and a comparison with the revenue measures in the United States. It was found that the Canadian taxes apply to a much larger number of commodities than do similar taxes in the United States, that the non-taxable limits are lower in many cases in Canada than in the United States, that the Canadian rates are higher and that the Canadian legislation also differs from that of the Republic in the fact that the American levy in most cases is not on the entire retail selling price of the taxable commodities, but only on that part of the retail selling price in excess of specified exemptions. As a result, the Canadian taxes in some instances are many times higher than those collected south of the boundary. It was found, moreover, that Canadian taxation, is heavier than that in effect in any similar country in the world.

Just before the changes in the budget were announced, the Canadian Reconstruction Association called attention to these facts and contended that unless the taxes were changed they would add tremendously to the difficulties of domestic readjustment and seriously complicate the industrial situation. In a public statement, the president of the Association said: "While recognizing that heavy taxation is inevitable under present conditions, it is the mature judgment of the Association as the result of such investigation that, unless amended, the new taxes will hasten serious depression in this country and gravely aggravate the problems of economic readjustment after the derangements caused by the war.

"Three weeks' experience with the new Canadian levies as well as considerations of sound economic practice, support the contention that the taxes on such commodities as boots and shoes, clothing, etc., should be revised and made to apply only on the excess over the non-taxable limits. The present taxes place a premium on the manufacture of poor quality goods and, if continued, not only would lower the present standards of Canadian productions in many cases, but, in conjunction with the inevitable curtailment of buying of which there is increasing evidence, they threaten also to force many Canadian manufacturing plants to close their doors. One Canadian boot and shoe factory states that it has received from retail customers throughout the country, since the budget was announced, cancellations for more than 30 per cent of the entire business booked for the fall, and that the company's salesmen have done practically no business whatever since the tax was imposed.

"On national considerations alone, the Association urges upon the Government that the new taxes be made to apply only on that portion of the retail selling prices in excess of the non-taxable limits."

The attitude of the Association towards the revised budget was expressed in a further public statement in which the Minister of Finance was given credit for recasting the budget after its defects had become apparent. "Nevertheless," the statement continued, "it should be recognized that at best the so-called excise taxes are a clumsy, inconvenient and annoying means of raising revenue. Their only justification is that the Government had no alternative which was practicable under present political and other conditions in this country.

"The new levies in the original budget were calculated to raise about $100,000,000 of revenue, including that derived from the increase in the Income Tax. As a result of the amendments, the estimated yield will be even less. The Government has advanced the rates of the Canadian Income Tax until they are higher than those in force in the United States. The Canadian Business Profits War Tax for the current year is higher than that in any country in the world, with the possible exception of Great Britain, where rates recently have been increased. The Minister of Finance had no other practical course except excise taxation on goods used by the Canadian people.

"In comparison with the vexatious internal taxation provided in the new budget, customs duties this year, after removal of the 7½ per cent. war tax, are estimated to yield at least $167,000,000. It has been proposed more or less seriously that other taxation be substituted for the customs

tariff. The Canadian people should frankly recognize that such a course would only be possible by increasing excise taxation on food, clothing, and other commodities required by the people of this country. The customs tariff, in addition to promoting Canadian national development and helping in the building up of new taxpaying national wealth, is collected with a minimum of inconvenience. Moreover, there is abundant reason to believe that the cost of administration of the customs tariff is even less than the cost of enforcing the new excise duties, and that the total burden on the Canadian people as a result of taxation on imports will be less than that resulting from the complicated and difficult system of so-called 'luxury taxes' and taxes on sales.

"By the amendment of the sales tax, Sir Henry Drayton has recognized the legitimate and, in many cases, necessary function of the wholesaler or jobber. At the same time, operation of the tax will tend mildly to discourage speculative operations and a multiplicity of middlemen, inasmuch as a retailer buying direct from the manufacturer or from the first wholesaler will have an advantage over those buying in a more roundabout way."

The Association continues active with its general educational programme. Since the first of the year numerous publications have been issued, including its leaflet, "Ten Commandments for Canadian Trade"; a pamphlet, "Ways to National Prosperity," urging development of natural resources and support of the home market; and a second pamphlet, "The Outlook for Canada," containing my speech before the Canadian Club at Halifax during my recent visit to the Maritime Provinces, where I also spoke on social and industrial conditions at the Acadia University, Wolfville, and spoke again at Truro at the headquarters of the United Farmers of Nova Scotia, under the auspices of the Canadian Club. The president of the United Farmers and other representative farmers attended the meeting. While returning to Toronto, I spoke at length on the work of the Association at the special meeting of our eastern subscribers at Montreal, and I made a similar statement to our Ontario subscribers at a recent luncheon in Toronto.

During recent weeks the Association has revised its weekly Information Service, confining it largely to Canadian affairs and considerably increasing its circulation. It has also reprinted 175,000 copies of its small pictorial Made in Canada cards which are now available to any manufacturers or retailers who may wish to circulate them.

Copies of publications issued this year by the Association may be secured free of charge upon application to the Head Office, Toronto.

Maritime Province Legislation

Resume of Recent Legislation Passed by the N. S. and N. B. Legislatures

The following is a brief summary of the acts affecting the manufacturing industry, which were passed at the recent sessions of the New Brunswick and Nova Scotia Legislatures:

N. B. Workmen's Compensation

The chief amendments made to the Workmen's Compensation Act, are:

(1) In case of permanent partial disability, the maximum total compensation to be paid was raised from $1,500 to $2,500.

(2) In other cases, the limit of $3,500 was removed.

(3) The payments to widows was raised from $20 to $30, and to children from $5 to $7.50.

(4) The allowance towards the expenses of burial was increased from $75.00 to $100.00.

(5) Full medical aid is to be provided.

N. B. Factories Act

An Act was passed amending and consolidating the several acts relating to the protection of persons employed in factories. The new departure under this enactment is, that the factory inspectors are brought under the jurisdiction of the Workmen's Compensation Board. The Board is also given authority to appoint "Safety First" instructors.

Development of Electrical Power in N.B.

An Act entitled, "The New Brunswick Water Power Act" was passed, providing for the appointment of a commission, which by order-in-council may be authorized to expropriate any available sites and construct, maintain and operate machinery and plant for generating electrical energy from water power, coal, peat, gas or oil. It is hoped that this bill will be the means towards the early development of cheaper power in New Brunswick.

Tax on Unlicensed Insurance (N.B.)

"The Corporations Tax Act," passed at the recent session, provided for a tax of 2 per cent. of the "net premiums" paid by any person or company accepting insurance in any company not holding a Dominion license or a provincial permit. "Net Premiums" in the case of a mutual company, shall mean the gross premium deposited, less the unabsorbed portion of the premium actually returned or credited to the policy holder, but shall include interest at a legal rate upon such unabsorbed premium during the time it is deposited.

N.S. Employment Agencies

An Act entitled "Employment Agencies Act" was passed, providing that no person, firm, corporation or association shall collect or receive, directly or indirectly, any fee or compensation for procuring or causing to be sent from or to any place within the province, any person seeking employment, or for giving information regarding employers seeking employees or employees seeking employment. The Governor-in-Council, however, may declare that the provisions shall not apply to any person or class of persons. The intention of this bill is to do away with fraudulent employment agencies.

N.S. Workmen's Compensation Act

An Act amending the Workmen's Compensation Act was passed, the chief feature being an increase in the indemnities payable to the dependants in the case of death. The

widows will receive $30.00 instead of $20.00, and the children $7.50 instead of $5.00.

An Act entitled "Minimum Wage for Women Act," was passed at the recent session of the Nova Scotia Legislature, providing for the appointment of a minimum wage board, which shall have authority to establish standards of minimum wages and hours of employment for women employed in factories and shops, and where not inconsistent with the Factories Act, declare what are proper sanitary conditions for such employees.

Iron and Steel from Native Ores

An Act to encourage the making of iron and steel from native ores (within the Province of Nova Scotia) was passed and provides that the Governor-in-Council may by order, refund the whole or any part of the royalty paid on coal used within the province, in the making of iron or steel, to any company with a daily output of not less than two hundred tons, where such iron or steel is made from ore fifty per cent. of which is mined within the province.

The mining of iron ore within this province has been languishing for a number of years by reason of the importation of ores from other countries, chiefly from Newfoundland, and the intention of this bill is to stimulate the development of resources within the province and the subsequent increase in employment.

Mineral Rights (Nova Scotia)

One of the last measures adopted by the Nova Scotia Legislature before prorogation, was an Act vesting in the Crown all minerals, excepting limestone and building materials. This law applies to all the lands in the province and provides that the owner of the soil shall have the first right to obtain licenses to work the minerals on their lands. It also provides machinery whereby the owners of the soil, or those who have obtained mineral concessions from them, may obtain compensation for any outlay they may have made in developing mineral deposits, in the event of licenses being granted to others.

Vancouver Exhibition

Entries to Close on September 1 for Exhibition to be Held From September 11 to 18

The prize list for the 1920 Vancouver Exhibition, to be held from September 11 to 18, has been issued and contains a striking array of prizes for this year's event. Naturally, chief attention will centre in the exhibits of cattle and agricultural produce, but emphasis is also being laid on manufactures. The Industrial Department will be under the direction of Messrs. J. H. Falconer and James Ramsay and will have its headquarters in the Manufacturers' Building. Articles will be received for exhibition only. In response to inquiries made of manufacturers, it appears to be the desire of a very large majority that prizes shall not be offered in the general line of manufactures. It will, however, be at the option of the judges to recognize, by the awarding of medals or diplomas, any exhibit where the extent or merit of the same would seem to call for special recognition.



Teaching the Flying Boat to Fly

A striking picture, showing the new flying boat "Dorie" of the Spanish River Pulp & Paper Mills, being lowered into the water by a big crane. The boat will be used in the work of protecting the Company's timber limits. *The illustration is reproduced by courtesy of the Spanish River News.*



The C.M.A. Excursion Special in the Mountains

Registration at 1920 Annual Meeting

Vancouver, June 7, 8 and 9, 1920

FROM OUTSIDE BRITISH COLUMBIA.

Acton, James	Acton Publishing Co.	Toronto.
Angus, George	Angus and Stonehouse	Toronto.
Armstrong, C. M.	The Sewsure Mfg. Co.	Toronto.
Bertram, H.	The Dundas Co.	Ontario.
Balfour, R. H.	Eugene Phillips Electric Co.	Montreal
Black, D. J.	Steel Co. of Canada	
Brigden, Geo.	Brigden's Limited	Toronto.
Bristol, J. R. K.		Toronto.
Brittain, A. H.	Maritime Fish Co.	Montreal
Brown, A. D.	Ramsay and Son Co., Ltd.	Montreal
Brown, C. R.	Can. Drawn Steel Co.	Hamilton.
Brown, S. B.	C.M.A.	Toronto.
Bryan, A. E.	Canadian Govt. Commissioner	Yokohama.
Burns, E.	Warren Bros.	Toronto.
Buchanan, W. A.	T. C. Tugwell and Co., Ltd.	Toronto.
Burton, E. C.	Can. Link and Belt Co.	Toronto.
Christie, Mrs. W. A. Stewart, Mrs.	Christie Trunk and Bag Co.	Amherst.
Crombie, W. J.	Bridge Carbon Paper Co.	Montreal.
Carr, W. H.	Kerr and Combes Fdy. Co.	Hamilton.
Conans, G. D.	E. D. Smith and Son	Winond, Ont.
Combes, G. A.	Kerr and Combes Fdy. Co.	Hamilton.
Cork, S. L.	Royal Bank	Winnipeg.
Carpenter, G. E.	C.M.A.	Winnipeg.
Callaghan, J. C.	Steel Co. of Canada	Hamilton.
Crysler, R. L.	Can. Carbonate Co.	Montreal.
Campbell, D. J.	Dodge Mfg. Co.	Toronto.
Campbell, F. J.	Canada Paper Co.	Windsor.
Carnegie, W. R.	Berry Bros.	Walkerville.
Dunn, W. H.	Borden Milk Co.	Montreal.
Dunn, G. T.	Can. Steel and Wire Co.	Hamilton.
Duffield, W. H.	John McPherson Co.	Hamilton.
Dolan, W. E.	Office Specialty Mfg. Co.	Newmarket.
Davies, E.	A. Davis and Son Ltd.	Kingston.
Davis, A.	Davis Leather Co.	Newmarket.
Fleming, Atwell, jr.	Atwell Fleming Printing Co. Ltd.	Toronto.
Fell, C. P.	Dominion Securities Corp.	Toronto.
Finlay, J. M.	Ritchie and Ramsay, Ltd.	Toronto.
Gooderham, H. S.	Dominion Battery Co.	Toronto.
Gunn, Hector	Gunn's Ltd.	Toronto.
Griffith, D. F.	B. Greening Wire Co.	Hamilton.
Gillies, D. B.	C.M.A.	Toronto.
Gill, L. W.	Director of Technical Education	Ottawa
Gartshore, W. M.	McClary Mfg. Co.	London, Ont.
Ganong, A. D.	Ganong Bros., Ltd.	St. Stephen's, N.B.
Gunn, A.	Gunn, Limited	Toronto.
Home, W.	Berry Bros.	Toronto.
Hutchings, E. F.	Great West Saddlery Co.	Winnipeg.
Howard, T. P.	Phœnix Bridge & Iron Works, President C.M.A.	Montreal.
Haskins, R. C.	International Harvester	Chicago.
Hastie, W. J.	Central Canada T.S.C.	Toronto.
Hayes, A. J.	Champion Spark Plug Co. of Canada	Windsor.
Henderson, O. B.	Davis and Henderson	Toronto.
Innes, W.	P. Burns and Co.	Calgary.
Illsey, E. V.	Standard Bank	Hamilton.
Ince, J. H.	Toronto Hardware Mfg. Co.	Toronto.
Jones, G. W.	G. W. Jones and Co.	Winnipeg.
Jamieson, R. E.	Can. Con. Rubber Co.	Montreal.
Keens, J. H.	Fashion Waists	Toronto.
Kerr, James	Kerr and Combes Fdy. Co.	Hamilton.
Kerr, W. H.	Kerr and Combes Fdy. Co.	Hamilton.
Kimball, J. H.	John Kimball and Co., Ltd.	St. John, N.B.
Kingsley, E. J.	Canadian Cottons, Ltd.	Marysville, N.B.
Lawson, F. G.	W. L. McKinnon and Co.	Toronto.
Langmuir, F. L.	M. Langmuir Mfg. Co.	Toronto.
Morrison, C. E.	Jas. Morrison Brass Co.	Toronto.
Munro, James	Wm. Munro and Son	Toronto.
Morris, M.	Canadian Linderman Co.	Woodstock.
Morgan, Miss M. A.	C.M.A.	Toronto.
Miner, W. H.	Miner Rubber Co.	Granby.
Miller, F. W.	Canadian Fairbanks Morse Co.	Winnipeg.
Michaud, W. J.	Brunner Mond Co.	Amherstburg.
Meyers, G. E.	Office Specialty Mfg. Co.	Winnipeg.
Merrill, G. Spencer.	Arnet-Solvoy Co.	Syracuse, N.Y.
Madley, E. F.	Canadian Hydraulic Mach. Co.	Montreal.
McIntyre, R. L.	McGregor and McIntyre	Toronto.
Macdonald, H.	C.M.A.	Toronto.
Nicholson, Rex. E.	Algoma Steel Corp.	Toronto.
Neill, B. H.	Canadian Machinery Corp.	Galt.
Naismith, Jas.	Capital Brewing Co.	Ottawa.
Neild, R. R.	John Inglis Co.	Toronto.
McNeely, J.	Alberta Linseed Oil Mills	Medicine Hat.
McMurkry, W. J.	Gold Medal Furniture Co.	Toronto.
McMahon, C. A.	Union Drawn Steel Co.	Hamilton.
McLaughlin, G. W.	McLaughlin Motor Co.	Oshawa.
McKinnon, J. S.	S. F. McKinnon and Co., Ltd.	Toronto.
McDiarmid, A. R.	McDiarmid and Clarke	Brandon.
McCrae, G. L.	Goodyear Tire and Rubber Co.	Toronto.
McCormick, B. J.	Canadian Foundries and Forgings Co.	Welland.
Prevey, W. W.	Edmonton City Dairy	Edmonton.
Parsons, S. R.	British American Oil Co.	Toronto.
Rutherford, W. J.	Wm. Rutherford and Sons	Montreal.
Rutherford, A. B.	Wm. Rutherford and Sons	Montreal.
Rouse, Miss J.	C.M.A.	Toronto.
Rous, H. L.	Rous and Mann	Toronto.
Rolland, S. J. B.	Rolland Paper Co.	Montreal.
Roden, T.	Roden Bros., Ltd.	Toronto.
Roden, Frank	Roden Bros., Ltd.	Toronto.
Robson, C. G.	W. H. Clark Co.	Edmonton.
Robertson, E. A.	Montreal Cottons, Ltd.	Montreal.
Robertson, C. H.	Imperial Knitting Co.	Montreal.
Reid, J. A.	Hartt Boot and Shoe Co.	Fredericton, N.B.
Southam, W. W.	Southam Press Ltd.	Montreal.
Smallwood, R. L.	Dodge Mfg. Co.	Toronto.
Sloan, F. M.	J. Sloan and Co.	Toronto.
Sherrard, J. H.	Simmons, Ltd.	Montreal.
Sherrard, Edwin	Simmons, Ltd.	Montreal.
Shaw, J. R.	Canada Furniture Co.	Woodstock.
Seens, J. W.	Canadian Bridge Co.	Walkerville.
Schreiter, A. G.	A. G. Schreiter and Co.	Kitchener.
Sangster, J. R.	Page Printing and Binding Co.	Sherbrooke.
Southcott, H.	J. H. Wethey, Ltd.	St. Catharines.
Stearns, C. M.	Lake-Megantic Pulp Co.	Quebec.
Stephens, H. A.	Scythes and Co. Ltd.	Toronto.

Steele, H.	Official Photographer	Winnipeg.
Stewart, H. P.	Alberta Clay Products Co.	Medicine Hat.
Stirrett, J. T.	General Secretary C.M.A.	Toronto.
Stewart, F. W.	Cluett Peabody and Co.	Montreal.
Travers, F. J.	Travers Aprons, Ltd.	Ottawa.
Tyler, H. E.	Chevrolet Motor Co.	Oshawa.
Thorn, J. O.	Metallic Roofing Co.	Winnipeg.
Thomas, A. W.	Copp, Clark Co.	Toronto.
Wright, H. G.	E. T. Wright and Co.	Hamilton.
Wilson, E. W.	Canadian Car and Fdy. Co.	Montreal.
Wilmott, J. S.	Merchants Bank	Brandon.
Whitman, A. J.	A. Whitman, Ltd.	Halifax.
Way, A. C.	First National Bank	Los Angeles.
Warren, A. E.	Canadian National Ry.	Winnipeg.
Woodcock, Miss	C.M.A.	Toronto.
Walsh, J. E.	C.M.A., General Manager	Toronto.
Tant, N. S. Van	Canadian Foundries and Forgings Co.	Winnipeg.

FROM BRITISH COLUMBIA.

Adamson, R.	B.C. Sugar Refining Co.	Vancouver.
Allan, W. A.	Dominion Rubber System	Vancouver.
Anderson, Jas.	St. Mungo Canning Co.	N. Westminster.
Arnett, R. F.	Dryden Pulp and Paper Co.	Vancouver.
Beveridge, G. L.	Wm. Braid and Co.	Vancouver.
Bigger, H. J.	American Can Company	Vancouver.
Bland, W. Elgie	Chemical Scientific Engravers Co.	Vancouver.
Bolduc, M.	Kelly Confection Co.	Vancouver.
Broadfoot, Percy	Canadian Bag Co.	Vancouver.
Burke, F. E.	Wallace Fisheries Ltd.	Vancouver.
Campbell, Geo. A.	Geo. A. Campbell and Co.	Vancouver.
Cameron, J. O.	Cameron Lumber Co.	Victoria.
Carson, Wm.	H. Birks and Son, Ltd.	Vancouver.
Cohen, A. C.	Universal Knitting Co.	Vancouver.
De Wolf, F. K.	Robin Hood Mills	Vancouver.
Dietrick, Chas.		Vancouver.
D'Auria, V.	Eaton Film Corp.	Vancouver.
Dixon, T. S.	Gault Bros. Ltd.	Vancouver.
DesBrisay, M.	Desbrisay and Co.	Vancouver.
Erb, A. E.	Davies Paper Box Co.	Vancouver.
Eakins, H. G.	Druggists Sundries Co.	Vancouver.
Galbraith, F. A.	Brackman-Kerr Milling Co.	Vancouver.
Galloway, J.	McClary Manufacturing Co.	Vancouver.
Guertin, L. A.	Cut-to-Fit Buildings	Vancouver.
Givin, A. W.	Taylor Forbes Co.	Vancouver.
Gosnell, W.	Nelson Brewing Co.	Nelson.
Goodrich, C. F.	Sooke Harbor Fishing and Packing Co.	Victoria.
Heaps, John	Heaps Engineering Co.	N. Westminster.
Hager, A. L.	Canadian Fishing Co.	Vancouver.
Hall, J. E.	Vancouver Milling and Grain	Vancouver.
Hall, W. K.	Canada Carbonate Co.	Vancouver.
Haine, Frank	Mrs. Haine, Limited	Vancouver.
Hamber, E. W.	B.C. Mills Timber and Trading Co.	Vancouver.
Hendry, A. J.	B.C. Mills Timber and Trading Co.	Vancouver.
Herrmann, G. E.	Vancouver Creosoting Co.	Vancouver.
Hughes, A. L.	J. Chew Lumber and Shingle Co.	Vancouver.
Johnson, J. W. F.	B.C. Sugar Refining Co.	Vancouver.
Jamieson, W. A.	Jamieson Coffee Co.	Victoria.
Kennedy, C. H.	A. R. Williams Co.	Vancouver.
Kerr, C. H.	Kerr Mfg. Co.	Vancouver.
Knight, E. C.	Vancouver Lumber Co.	Vancouver.
Kostman, J. L.	Famous Cloak and Suit Co.	Vancouver.
Leckie, H. S.	J. Leckie Co.	Vancouver.
Mason, A. E.	Imperial Grain and Milling Co.	Vancouver.
Mather, G.	Canada Foundries and Forgings	Vancouver.
De Merrall, L. C.	Martin Senour Co.	Vancouver.
Malkin, J. P. D.	W. H. Malkin Co.	Vancouver.
Millerd, F.	Gosse Millerd Packing Co.	Vancouver.
Morrison, J. R.	J. R. Morrison Co.	Vancouver.
McDougall, H. H.	Morrison Steel and Wire Co.	Vancouver.
McDonald, J. H.	B.C. Manufacturing Co.	N. Westminster.
McMartin, J. D.	Office Specialty Mfg. Co.	Vancouver.
McCoy, D. B.	Steel Co. of Canada	Vancouver.
McIntosh, W. R. W.	Kelly Douglas Co.	Vancouver.
McKeough, M. H.	Ballard Drop Forge Co.	Vancouver.
MacLaren, H.	Simmons, Limited	Vancouver.
McLennan, K. A.	Robin Hood Mills	Vancouver.
McLennan, R. P.	McLennan, McFeely, Co.	Vancouver.
Nash, Lorne	Cluett Peabody Co.	Vancouver.
Parsons, Frank	Gregory Tire and Rubber Co.	Vancouver.
Pearson, O. W.	Swift Canadian Co.	Vancouver.
Phillips, O.	J. Coughlan and Sons	Vancouver.
Pirrie, A. W.	Sabulite Explosive Ltd.	Vancouver.
Prenter, S. L.	Vancouver Breweries	Vancouver.
Quigley, F. A.	Vancouver Knitting Co.	Vancouver.
Russell, A. L.	Clayburn Co., Ltd.	Vancouver.
Sangster, Chas.	Canadian Ingersoll Rand Co.	Vancouver.
Sharpe, R. B.	Pacific Box Co.	Vancouver.
Sharpe, A. E.	B.C. Box Co.	Vancouver.
Streight, H. M.	Brackman-Ker Milling Co.	N. Westminster.
Duff-Stuart, General.	Clarke and Stuart Co.	Vancouver.
Tait, J. S.	J. S. Tait Co.	Vancouver.
Taylor, F. B.	Hardwood Lumber Co.	Vancouver.
Thomson, J. B.	J. B. Thomson and Sons	Vancouver.
Timms, A. H.	A. H. Timms	Vancouver.
Todhunter, J. G.	Clarke and Stuart Co.	Vancouver.
Tomlin, Edwin	B.C. Cement Co., Ltd.	Victoria.
Turnbull, A. S.	L'Air Liquide Society	Vancouver.
Van Dusen, W. J.	Georgetown Spruce and Cedar Co.	Vancouver.
Weeks, A. B.	Canadian North West Steel	Vancouver.
White, B. D.	Pacific Roofing Co.	Vancouver.
Wheeler, J. W.	Summerland Lumber Co.	Summerland.
Wooster, G. W.	Granby Con. M.S. and P. Co.	Vancouver.
Wright, L. C.	Oppenheimer Bros., Ltd.	Vancouver.
Wrigley, Wm.	Wm. Wrigley, Junr., Co.	Vancouver.

The C. M. A. Special

Transportation Arrangements for the Trip Worked out With the Utmost Smoothness

On May 29th, at 9.20 p.m., standard time, the C.M.A. special train pulled out of the Union station, Toronto, via C.P.R., the passengers listed numbering approximately 150. These passengers represented the manufacturing concerns from all parts of eastern and western Canada, in practically every line of industry.

The manner in which this large gathering was handled certainly speaks well for the services of the Canadian Pacific and Canadian National Railways. Everything seemed to move like a perfect machine, and at the completion of the through trip all those who had remained with the party had nothing but praise for this service.

The train consisted of seven standard sleeping cars, two lake type and one mountain type compartment, together with the necessary dining and baggage cars to accommodate the various passengers.

The crew numbered 36 and were in attendance to carry out their various duties at all times. The Canadian Pacific Railway instructed their district passenger agent, Toronto—Mr. W. B. Howard—to take charge of the services of the Canadian Pacific Railway; and the Canadian National Railways instructed their district passenger agent at Edmonton, Mr. J. Madill, to take charge of the services on the lines of the Canadian National Railway.

The equipment was carefully inspected and kept in good condition throughout the journey. With the exception of one point the train was on time at every place it was necessary to stop. For the purpose of providing comfortable accommodation at certain places where it was necessary to remain over night, very satisfactory arrangements were made in the way of suppying rooms at hotels and various other accommodations.

The train was conveniently located at all points and a great number of the members used it for sleeping accommodation.

Nearly 6,000 Miles

In their trip from Toronto to the Pacific Coast and return the C.M.A. party covered nearly 6,000 miles, or to be exact 5,852.7 miles. This was made up as follows:

Toronto—Winnipeg	1232.4	Victoria—Vancouver	58.0
Winnipeg — Medicine Hat	656.3	Vancouver—Calgary	641.8
Medicine Hat—Lethbridge	115.5	Calgary—Winnipeg	958.4
Lethbridge—Calgary	140.2	Winnipeg—Fort William	419.3
Calgary—Edmonton	194.1	Fort William — Pt. McNicoll	500.0
Edmonton—Vancouver	770.6	Pt. McNicoll—Toronto	108.1
Vancouver—Victoria	58.0	Total	5852.7

ACHIEVEMENT

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TRADE Gillette MARK

KNOWN THE WORLD OVER

WERE you ever in a city, town, or even a village, where you could not buy Gillette Safety Razors and Blades? It is a matter of pride with us that you can go to any part of the Empire and find the same high quality "Made in Canada" Gillettes in use or for sale as you will find in the biggest centres of population in Canada. "Known the World Over" is no idle boast!

It is export trade that Canada needs right now, and most of all she needs Exports that advertise Canada as a "Quality Producer." We are glad to be able to do our share.

The Gillette Safety Razor Co.
of Canada, Limited
Offices and Factory: Montreal



20,000,000 MEN USE THE Gillette


Safety Razor



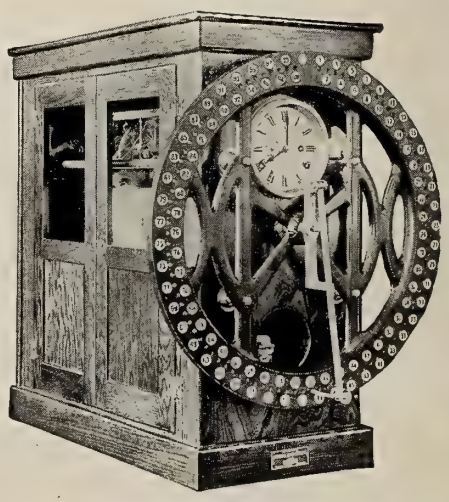
Here's a thought on your new Profit Tax

Economy is a real watchword now. Every item of cost must be given closest scrutiny. Take the large and important item of labor time, for instance. Unless you have a real modern recording system how do you know you are getting all you pay for?

INTERNATIONAL TIME RECORDERS

Not only ensure that you get an infallibly accurate record of the Time every employee spends at your plant but—every man is actually his own timekeeper. He makes his own time records. He knows they are printed, unchangeable, impartial and RIGHT. That's a big aid to plant morale.

Time records of late arrivals or early leavers are printed in RED. All green printings are normal time. Ensures a quick, easy make-up of payroll.



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International Business Machines Co., Limited

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HAMILTON, 175 James Street N.
WALKERVILLE, ONT., 44 Lincoln Rd.
WINNIPEG, 227 McDermott Ave.
SASKATOON, 254, 3rd Avenue
CALGARY, 127, 6th Avenue
EDMONTON, 10118, 102nd Street
VANCOUVER, 110 Water Street

(Also manufacturers of Dayton Scales and Hollerith Electric Tabulators)



Trying to find the Leak in his Profits

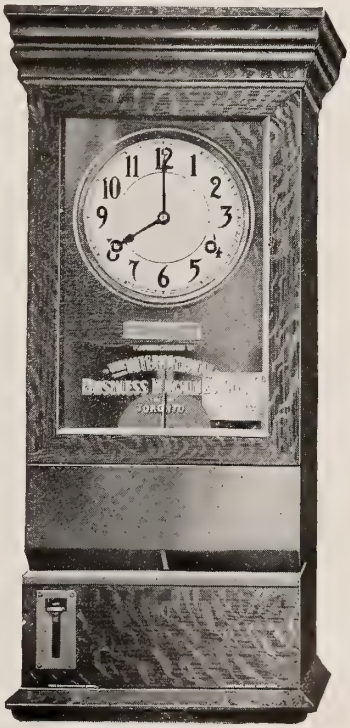
(We could tell him where it is)

Yes—we could probably put our finger on it first shot. Years of experience in time recording problems have shown us that there is one big leak-point and few employers grasp it. The difference between the total labor time you pay for and the productive labor time that is actually delivered by the work people. There is the danger spot.

INTERNATIONAL
Job Time Recorders

Enable you to tell exactly what this difference is. Once you know it you have a mighty important part of your overhead burden defined and ready to be taken into proper account when making up your cost.

Let us send you some interesting Literature



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FRANK E. MUTTON, Vice-President and General Manager

Head Office and Factory, 300 to 350 Campbell Avenue, Toronto

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HAMILTON, 175 James Street N.
WALKERVILLE, ONT., 44 Lincoln Road
WINNIPEG, 227 McDermott Avenue
SASKATOON, 254, 3rd Avenue
CALGARY, 127, 6th Avenue
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VANCOUVER, 110 Water Street

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BEAUTIFUL COLOR AND
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Only a medium-priced stock that with proper treatment will make up into most attractive stationery.

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Barber-Ellis Limited

71 Wellington Street West

ENVELOPE MANUFACTURERS AND PAPER DEALERS

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Members Elected at the Annual Meeting of the Association at Vancouver

PRESIDENT

J. S. McKinnon... S. F. McKinnon & Co., Limited. Toronto, Ont.

FIRST VICE-PRESIDENT

W. S. Fisher — Enterprise Foundry Co., Limited. St. John, N.B.

SECOND VICE-PRESIDENT

J. R. Shaw..... Canada Furniture Mfrs., Ltd..... Woodstock, Ont.

TREASURER

Thomas Roden.... Roden Bros., Limited..... Toronto, Ont.

EXECUTIVE COMMITTEE

(a) Honorary Officers

President

J. S. McKinnon.....S. F. McKinnon & Co., Ltd.....Toronto.

First Vice-President

W. S. Fisher.....Emerson & Fisher, Ltd..... St. John, N.B.

Second Vice-President

J. R. Shaw..... Canada Furniture Mfrs., Ltd..... Woodstock, Ont.

Treasurer

Thos. Roden.....Roden Bros., Ltd..... Toronto.

President next preceding year

T. P. Howard..... The Phoenix Bridge & Iron Works, Ltd. ..... Montreal, Que.

(b) Chairmen of Standing Committees

Tariff Committee

Geo. W. Watts..... Canadian General Electric Co., Ltd. ..... Toronto.

Insurance Committee

Arthur Hewitt..... Consumers' Gas Co., of Toronto. Toronto.

Legislation Committee

C. J. McFarlane.... Canadian General Electric Co., Ltd. ..... Toronto.

Membership Committee

Paul E. Joubert.... Lamontagne, Ltd. ..... Montreal, Que.

Publishing Committee

J. F. M. Stewart.... Pointe Anne Quarries, Ltd..... Toronto.

Commercial Intelligence Committee

Frank Whitton.....The Steel Co. of Canada, Ltd..... Hamilton, Ont.

Transportation Committee

Burton S. Harris... Massey-Harris Co., Ltd..... Toronto.

Education Committee

B. W. Coghlin.....B. J. Coghlin Co., Ltd..... Montreal, Que.

Industrial Relations Committee

C. H. Carlisle..... Goodyear Tire & Rubber Co. of Canada, Ltd. ..... Toronto.

(c) Six Members elected from Council

(a) For term expiring September, 1920

Thos. Findley..... Massey-Harris Co., Ltd..... Toronto.
H. I. Thomas..... J. R. Booth ..... Ottawa, Ont.

(b) For term expiring September, 1921

Hon. E. J. Davis....Davis Leather Co., Ltd..... Newmarket, Ont.
W. H. Shapley.....103 Jameson Ave. ..... Toronto.

(c) For term expiring September, 1922

Angus McLean.....Bathurst Lumber Co., Ltd..... Bathurst, N.B.
C. Howard Smith...Howard Smith Paper Mills, Ltd.. Montreal, Que.

EXECUTIVE COUNCIL

(a) Appointive

Thos. Cantley .....Nova Scotia Steel & Coal Co., Ltd. N. Glasgow, N.S.
J. H. Sherrard .....Simmons Limited ..... Montreal, Que.
E. G. Henderson.....Canadian Salt Co., Ltd. ..... Windsor, Ont.
Robert Hobson .....Steel Co. of Canada, Ltd. ..... Hamilton, Ont.
P. W. Ellis .....P. W. Ellis and Co., Ltd..... Toronto, Ont.
Cyrus A. Birge .....Steel Co. of Canada, Ltd. ..... Hamilton, Ont.
H. Cockshutt .....Cockshutt Plow Co., Ltd. ..... Brantford, Ont.
J. F. Ellis .....Barber-Ellis, Limited ..... Toronto, Ont.
Nathaniel Curry.....Canadian Car & Foundry Co., Ltd. Montreal, Que.

(b) Elective

Maritime Provinces

Jno. D. Palmer .....Hartt Boot & Shoe Co., Ltd. ..Fredericton, N.B.
L. W. Simms .....T. S. Simms and Co., Ltd. ..... St. John, N.B.
C. S. Sutherland ..Amherst Boot and Shoe Co., Ltd.. Amherst, N.S.
A. D. Ganong .....Ganong Bros., Ltd. ..... St. Stephen, N.B.
F. A. Shand .....Windsor Furniture Co., Ltd. ..... Windsor, N.S.
R. B. Stewart .....Maritime Bridge Co., Ltd..... N. Glasgow, N.S.

Montreal

F. G. Daniels.....Dominion Textile Co., Ltd..... Montreal.
J. Beaubien..... Frontenac Breweries, Ltd. ..... Montreal.
R. E. Jamieson....Dominion Rubber System, Ltd. .. Montreal.
R. H. McMaster...Steel Co. of Canada, Ltd..... Montreal.
Wm. Rutherford...Wm. Rutherford & Sons Co., Ltd. Montreal.
W. A. Desbarats...Desbarats Printing Co., Ltd..... Montreal.
Lt.-Col. W. J. Sadler Sadler & Haworth..... Montreal.
A. A. Bittues.....Gillette Safety Razor Co. of Canada, Ltd. ..... Montreal.
Paul F. Sise.....Northern Electric Co., Ltd..... Montreal.
F. H. Hopkins.....Dominion Wire Rope Co., Ltd.... Montreal.
W. R. Granger.... Glassford Bros., Ltd..... Montreal.
W. B. Ramsay.... A. Ramsay & Son Company..... Montreal.
Lawford Grant.... Eugene F. Phillips Elec. Works, Ltd. ..... Montreal.

Quebec City

Joseph Picard ....Rock City Tobacco Co., Ltd..... Quebec.
J. H. Fortier ....P. T. Legare and Co., Ltd. ..... Quebec.

Quebec Province

W. F. Vilas .....W. F. Vilas..... Cowansville.
J. C. Casavant ...Casavant Freres ..... St. Hyacinthe.
John Lowe, Jr.....Montreal Cottons, Ltd. ..... Valleyfield.
A. N. Normand....General Car & Machinery Works. Montmagny.
Geo. D. MacKinnon MacKinnon Steel Co., Ltd. ..... Sherbrooke.

Toronto

L. L. Anthes.....Anthes Foundry, Ltd..... Toronto.
George Brigden ..Brigdens, Limited ..... Toronto.
W. C. Coulter.... Booth-Coulter Copper & Brass Co., Ltd. ..... Toronto.
R. H. Easson.....The Otto Higel Co., Limited.... Toronto.
Thos. Findley ....Massey-Harris Co., Limited ..... Toronto.
E. J. Freyseng ...Freyseng Cork Co., Ltd. ..... Toronto.
Sam. Harris .....Harris Lithographing Co., Ltd.... Toronto.
C. Victor Harding Toronto Carpet Mfg. Co., Ltd. .. Toronto.
W. C. Laidlaw ....R. Laidlaw Lumber Co. ..... Toronto.
R. L. McIntyre ...McGregor & McIntyre, Ltd. .... Toronto.
T. F. Monypenny .Imperial Varnish & Color Co., Ltd. Toronto.
J. P. Murray .....Canadian Oil Producing and Refining Co., Ltd. ..... Toronto.
Jas. A. Riordan.. Standard Sanitary Mfg. Co., Ltd. Toronto.
J. Allan Ross ....Wm. Wrigley, Jr., Co., Ltd..... Toronto.
W. H. Shapley ...Sterling Action & Keys, Ltd..... Toronto.
W. H. Alderson ...Gutta Percha & Rubber, Ltd. ... Toronto.
J. F. Mackay.....Willys-Overland, Ltd..... Toronto.

Ontario

Lloyd Harris .....Brantford Glue Co., Ltd. ..... Brantford.
George H. Douglas Thornton & Douglas, Ltd. ..... Hamilton.
H. Bertram .....John Bertram & Sons Co., Ltd... Dundas.
W. R. Breyfogle ..De Laval Co., Ltd. ..... Peterboro.
George D. Forbes..R. Forbes Co., Ltd. ..... Hespeler.
W. M. Gartshore ..McClary Mfg. Co. ..... London.
F. S. Hodgins ....Williams, Greene & Rome Co., Ltd. Kitchener, Ont.
R. W. Leonard....Coniagas Reduction Co., Ltd..... St. Catharines.
G. M. McGregor...Ford Motor Co., of Canada, Ltd... Ford, Ont.
R. O. McCulloch...Goldie & McCulloch Co., Ltd..... Galt, Ont.
R. S. McLaughlin..McLaughlin Motor Car Co., Ltd... Oshawa, Ont.
Malcolm R. Meldrum Herbert Morris Crane & Hoist Co., Ltd. ..... Niagara Falls.
W. C. Phillips.....Frontenac Moulding & Glass Co., Ltd. ..... Kingston, Ont.
G. S. Rutherford...Solway Process Co. ..... Kitchener.
H. M. Snyder ...Snyder Bros. Upholstering Co., Ltd. ..... Waterloo, Ont.
T. J. Storey.....International Metal Works, Ltd... Brockville, Ont.
J. M. Taylor.....Taylor-Forbes Co., Ltd. ..... Guelph, Ont.
Richard Thomson..Hawthorn Mills, Ltd. ..... Carleton Place.
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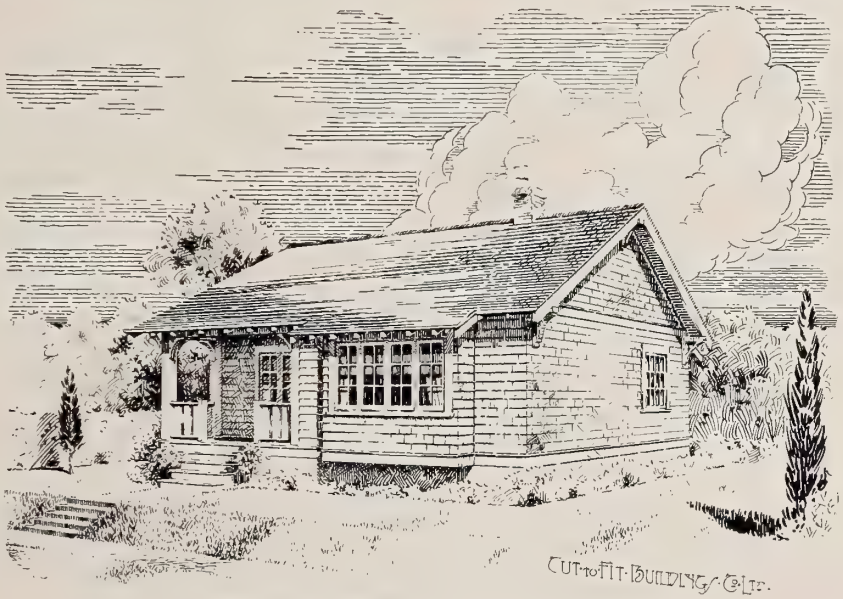
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The Problem of Technical Education

(*Continued from page 234.*)

the provincial governments have adopted regulations which provide for financial assistance to local school boards to the extent of 50 per cent. of their expenditures. This means that for every $100 spent by a local board, $50 is paid by the province, and of the $50 which is paid by the province $25 is supplied from the Federal grant. It, therefore, follows that the maximum amount of money now in sight for this work is $4,000,000 per year. For a people of 9,000,000, this appears to be quite a respectable sum, but when we consider that we now spend nearly $3,000,000 per year on our secondary schools and universities and fully develop only 1 per cent. of our youth, it is obvious that $4,000,000 is quite inadequate even for partial solution suggested. If the amount appropriated by the Federal Government were $3,000,000 per annum, as recommended by the Royal Commission appointed in 1910 to study and report on this subject, it would still be inadequate. As the problem is clearly one of the greatest national importance, it must be dealt with accordingly, and, on account of the great expense involved, the provinces must assist their school boards more liberally, and the Federal Government should in turn give more help to the provinces.

The Supply of Instructors

Assuming that accommodation and equipment have been provided, the next phase of the problem is the supply of instructors. To obtain an adequate supply of properly qualified teachers is perhaps the most difficult part of the whole problem. A candidate for vocational teaching should have successful experience in his chosen field if he, or she, is to command the respect and hold the interest of the pupils in their work. In addition they must know how to teach—how to systematically impart their own ideas, to awaken the interest and enthusiasm of the pupil, to the end that he will regard his vocation not merely as a channel through which he may make a livelihood, but also as a fountain from which he may draw inspiration and pleasure. It follows then that the supply of teachers must be drawn from those who have been engaged in their several vocations for a time sufficiently long to demonstrate their ability, Minor defects in elementary education will have to be remedied as an incidental part of the training in methods of teaching. It will be necessary to train a large number of teachers because of the great variety of industrial employments. To keep teachers in touch with the ever changing methods of modern industry provision should be made for their periodical re-entry into the productive field. In connection with this particular part of the work, the sympathy and active co-operation of the employer is absolutely essential if systematic vocational training is to be developed to any degree of perfection.

For the Training of Teachers

To provide facilities for the training of teachers a special type of institution is required. As this great extension of our educational system into the field of vocational training will present the greatest possible opportunity for the development of a national spirit which will animate our efforts in establishing national aims and ideals, it is of the utmost importance that each province should have the same system of teacher-training. In this connection I am pleased to be able to state that practically all of our provincial departments of education have expressed a desire and a readiness to co-operate in working out a uniform system. Action toward this end will be taken within a few months, and I am very hopeful that before the end of the year it will be possible to

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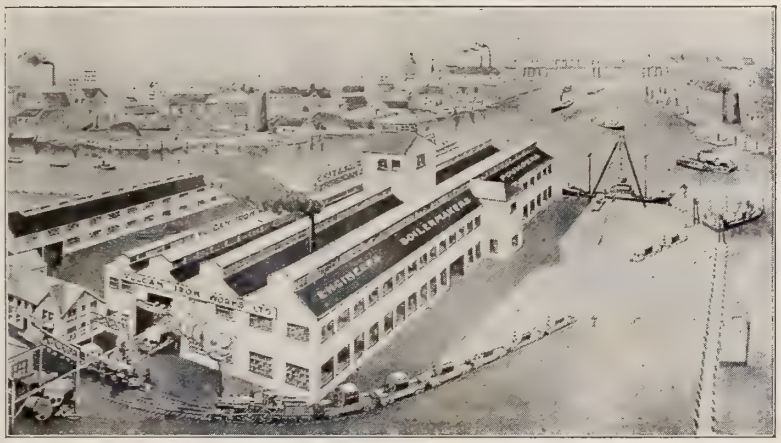
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make the announcement that Canada has adopted a national system of vocational teacher training—the first of its kind in the world.

Before disposing of the question of teachers, attention must be drawn to the question of remuneration. Since none but those who have been successful in productive employment will be of service as teachers, it follows that the salaries fixed for vocational teachers must be greater than the maximum remuneration obtainable in productive work. Salaries of vocational teachers will therefore be considerably higher than salaries of teachers doing non-vocational work.

Securing Attendance at Schools

The next phase of the problem is that of securing attendance at vocational schools. It has already been noted that a large number of children drop out of our elementary schools between the ages of 11 and 14, and that many who attend up to 14 are below the corresponding grade. These conditions are due to several causes; first, the teacher does not possess the ability to awaken and develop the interest of the pupils in school work; second, the pupils' mentality may not be such as can be developed by ordinary school methods; third, some parents keep their children at home to work. These conditions are more marked in the vocational school where attendance is entirely voluntary. From experience already gained in manual and vocational training, we know that the great majority of children can be interested in vocational work. If they are sufficiently interested they will attend school without compulsion. But if the parents put them to work, the only alternative is a compulsory attendance law, The Province of Ontario has already taken a step in this direction. A law has been passed by the Legislature of the Province which provides for attendance of all adolescents between the ages of 14 and 18—full-time attendance if not employed, and approximately half-time if engaged in some employment. This law is not yet in force, but may be made effective at any time by Order-in-Council. Some of the States to the south have a law of this kind partially in force at the present time.

The last phase of the problem is that of system to be followed in the actual work of developing the individual pupil. The first essential is that the vocational system must fit on to the present educational system. Deficiencies in elementary training must be made up. This means that there must be preparatory or supplementary classes for those who are below the normal grade at 14 years. Second, there should be equality of opportunity, which means that each individual should have opportunity for development in accordance with taste and native ability. Third, there should be rigid discipline to develop a sense of duty and responsibility, as well as good habits. Fourth, there must be promotion of goodwill, with desire and ability to co-operate with others. This can be done through the medium of various organizations for outdoor games and work, as well as through the objective side of the indoor work. Finally, there must be effective vocational training. The cry of the employer in every corner of the country is for skilled workers. It is generally recognized that the apprenticeship system is no longer effective. Some other system must therefore be devised to take its place. It has been decided that this is to be one of the functions of the technical school. How is this to be done? In dealing with this phase of the problem we have to be guided by the fundamental principle that manipulative and creative skill can be developed only by repeated experiences. It is not feasible, however, to provide facilities in the technical school

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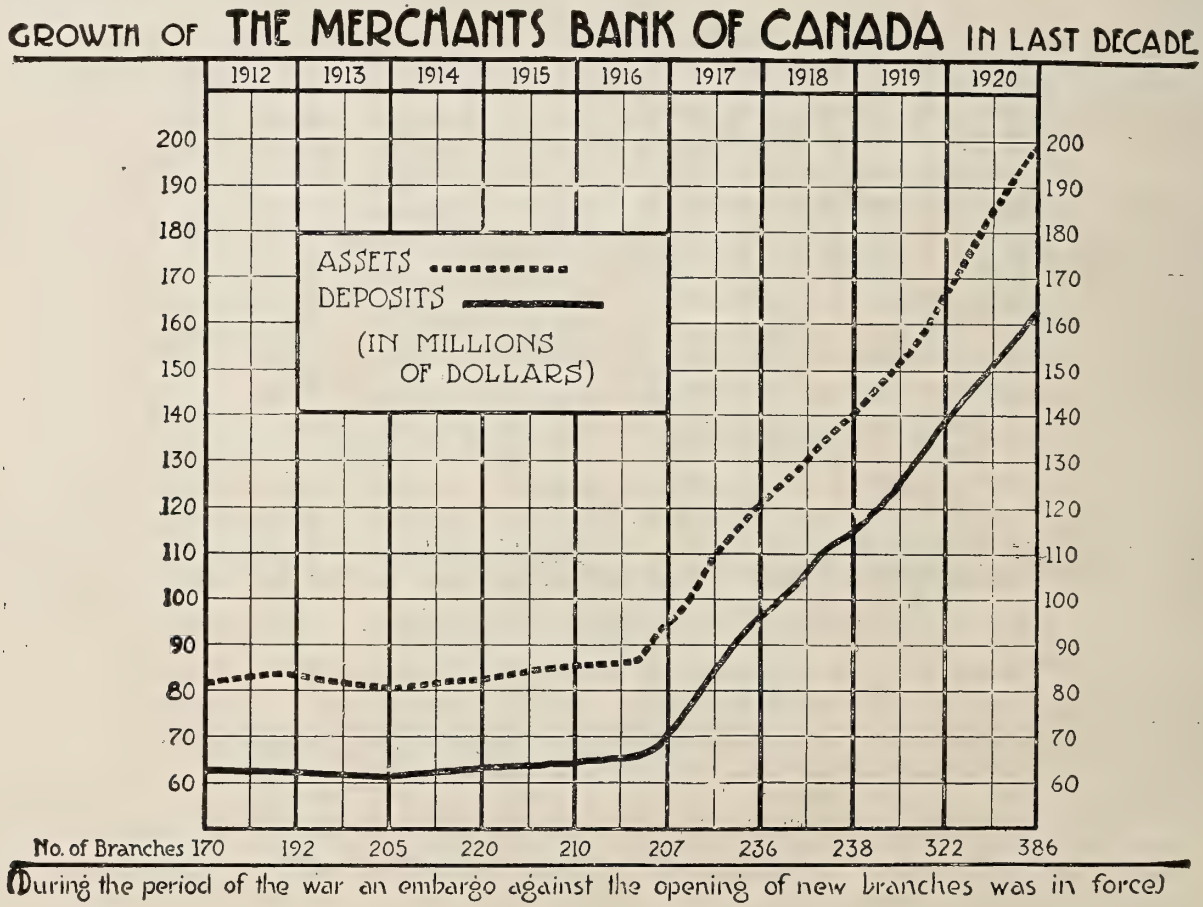
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to give to the individual the required number of experiences except under such conditions as will give a product having commercial value. This means that either the vocational school must be organized and conducted on an industrial basis with resultant commercial output, or the pupil in training must get the required mass of practical experience through employment in his particular vocation. For various reasons the first alternative can be adopted only under exceptional circumstances. A vocational school with a number of departments organized to turn out commercial products is not feasible for the reason that it would be the target for the wrath of both the manufacturer and the labor unions. Apart from this the organization would always be top heavy and consequently too expensive. If the school is to meet the needs of only one specific industry, this alternative may be adopted with a good prospect of success, but it must be so closely associated with the industry that it may be regarded as a special department. As examples of this we have the private schools which have been established by some of the large manufacturing establishments in the United States. In these cases there is a perfect system of co-operation between the school and the productive departments of the establishment.

Experience Through Employment

While it is not feasible under ordinary conditions to provide faciities in the technical school to give the pupils the amount of experience necessary to develop the required speed and manipulative skill, it is essential that sufficient practical experience should be given to demonstrate and clearly fix in the pupil's mind the principles and methods on which the vocation is based. Under these conditions the mass of experience must be supplied through productive employment. Such a system, which is the alternative of the two systems previously outlined, represents the best and most economical solution of this phase of the problem. Known as the part-time or co-operative system of vocational training, it has been adopted by a number of States to the south and by some European countries. As an organized system it was first adopted on this continent by the University of Cincinnati in the training of its engineering students. Here the student alternates weekly between shop and college. These co-operative courses extend over a period of five years of eleven months each. Corresponding courses in other institutions extend over four years of seven to eight months each. The State of Massachusetts has adopted this scheme for vocational training, and has extended it in some cities even to the elementary schools. The engineering college of Harvard University has recently taken a decided step forward in this direction. The scheme adopted by this institution goes into effect at the beginning of next session. It involves not only an interchange of students between class-room and commercial employment, but also a systematic co-ordination of the work outside and the instruction inside, including outside supervision, and evening lectures while the student is at work. The extension of this system toward the complete control of the student while employed is new. If the attendant difficulties can be overcome it should materially improve the efficiency of the system.



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Stressing Export Trade

Speakers at Annual Meeting Devoted Much Time to Urging Its Development

POSSIBILITIES for the development of trans-Pacific trade were strongly emphasized at the Vancouver meeting. Trade Commissioner Bryan, who came specially from Japan to address the convention, and Captain Robert Dollar, who spoke from the ripe experience of many years, painted glowing pictures of what is in store for those who will but enter the teeming markets of the Orient. British Columbia speakers, like Premier Oliver, Mr. J. B. Thomson, Mr. J. O. Cameron and Mr. McGeer, all linked up their descriptions of the great resources and industrial potentialities of the province, with the bearing which these had on export trade. Throughout the whole convention, the subject bulked largely, and members who attended from the East, returned home with a new vision and a greater enthusiasm for the work of developing the country.

There has been some criticism from time to time of the apathy of Canadian manufacturers towards export trade. It is perhaps time that, confronted with a voracious home market, there has been an inclination to forget about foreign markets. This condition, however, will presently right itself. When once home demands are satisfied, there will be a natural movement towards other markets, and in due course it will be found that Canadian manufacturers will be seeking their full share of world trade. The formation of the British Empire Steel Corporation, the rapid expansion of the pulp and paper industry, the inception of large scale chemical production and other developments of the day, are all planned on the broad basis of export business.

In the meantime it has been good work to tell eastern manufacturers all about trade prospects in the Orient, and it is to be hoped that members of the Association, who did not have the pleasure and privilege of hearing the addresses delivered at Vancouver, will read them as they appear in this issue of INDUSTRIAL CANADA. The one omission is Mr. Bryan's address, which was found too long for inclusion in this number. It will be published in the August issue.

New Steamship Service

Canadian Government Merchant Marine Will Inaugurate Line to India, Etc.

The Canadian Government Merchant Marine announce that they have decided to inaugurate a steamship service from Montreal to India, Java, Singapore and Ceylon. The first vessel will leave Montreal about the end of August. Full particulars as to ocean rates, space, etc., can be obtained from Mr. D. O. Wood, Traffic Manager, Canadian Government Merchant Marine, Limited, 704 Royal Bank Building, Toronto, or agents.

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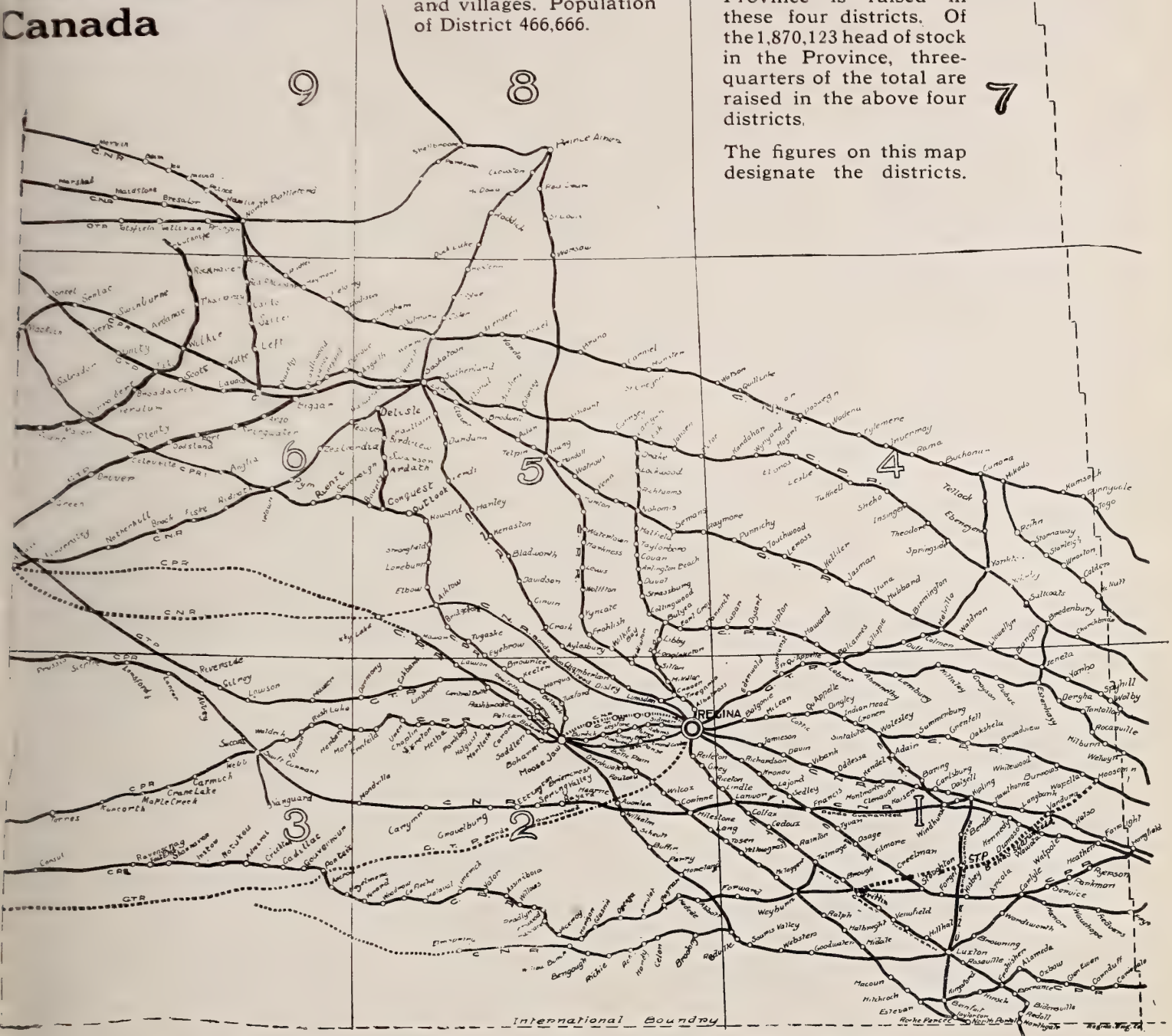
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In districts Nos. 1, 2, 4, and 5 are two-thirds of the population of the Province, and over two-thirds of the grain of the Province is raised in these four districts. Of the 1,870,123 head of stock in the Province, three-quarters of the total are raised in the above four districts.

The figures on this map designate the districts.



REGINA

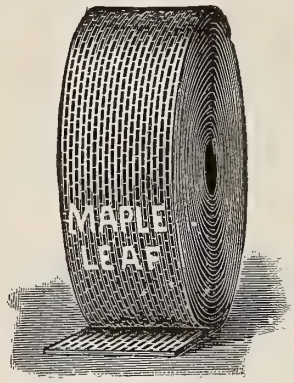
Saskatchewan's capital, is one of the few cities visited by the members of the Canadian Manufacturers' Association on their trip west to Vancouver, where the annual convention of the Association was held. Many of the manufacturers expressed great surprise at the growth and development that has taken place in this city during the last few years and predicted for it a great future, claiming that its geographical situation was of exceptional advantage as a distributing centre. The following is Regina's building programme, as of May 31st, for 1920:

Regina Trading Co.	$200,000	Sellers' departmental store extension	$50,000	Winnipeg Ceiling & Roofing Co.	$40,000
Fairbanks-Morse Co.	200,000	Car barn extension	30,000	Exhibition Grounds extensions	60,000
Provincial War Museum	500,000	Hospital extension	85,000	Disposal Works extensions	30,000
Wood, Vallance & Co.	250,000	Bapco warehouse	40,000	P. Burns & Co.	100,000
Public Schools (2)	250,000	Nay and James Block	20,000	Swift Co.	250,000
Collegiate extension	150,000	14th Avenue Methodist Church	10,000	Allan Wilkinson Stores	25,000
Sask. Co-operative Creamery	150,000	Carmichael Presbyterian Church	25,000	Leader Publishing Co.	20,000
Advance Rumely Co.	150,000	Wascana Boat Club	10,000	Miner Rubber Co.	50,000
Ford Motors, Limited	100,000	Red Cross Lodge	6,000	Masterson's Garage	35,000
Merchants Bank	100,000	Harding Garage	30,000	Bell & Ross Warehouse	35,000
350 residences, an average of $3,000 each	1,050,000	Wheelan's Garage	18,000		

Not a few of the above buildings are well under way of completion.

For further information apply to L. T. McDONALD, Board of Trade, Regina or Commissioner L. A. THORNTON, City Hall, Regina

Dominion Belting Co., Limited
Hamilton, Canada



SOLE MANUFACTURERS OF THE CELEBRATED

"MAPLE LEAF" BRAND

STITCHED COTTON DUCK BELTING—

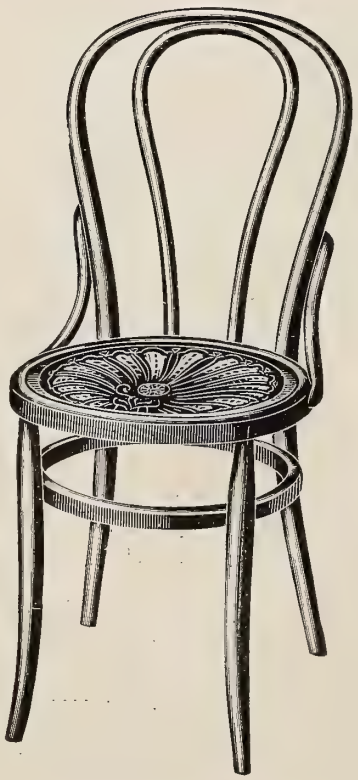
STRONG DURABLE ECONOMICAL
TRUE RUNNING

Being thoroughly waterproof it is equally good for running in wet or dry places. As a main drive belt, "MAPLE LEAF" cannot be excelled and for conveyors it is in great demand. A trial belt will convince you

MAPLE LEAF BELT DRESSING
The Best for all kinds of Belts

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Quebec Branch: 51 Duluth Building, Montreal



No. 1800—EMBOSSED SEAT

The North American Bent Chair Co., Limited

Owen Sound - Canada

Manufacturers of

Chairs for Home Consumption and Export

Write for Our Catalogue and Prices

OFFICE AND FINANCE

The Perpetual Inventory as a Turnover Record

By A. M. IRWIN

IT is generally conceded that an accurate record of labor turnover and its attendant costs is essential to the successful conduct of a manufacturing or other business enterprise, no matter how large or small that business may be; and it stands to reason that if the Employment Manager, the Factory Superintendent and the General Manager can see daily the changes that are taking place in the personnel, rising costs in connection with the labor situation may be nipped in the bud.

The medical man has to know the symptoms before he can effect a cure, and when he has ascertained the symptoms it is easy for him to find the cause and remove it. If the Employment Manager can find the symptoms of the expensive industrial disease known as labor turnover and can have those symptoms charted daily, he also can find the causes and can go to work in an intelligent manner to remove them before their ill-effects gain too great a hold.

The perpetual inventory is so well-known and so widely in use that very little explanation of its adaptation to employment records is necessary. It starts the month with a record of stock on hand and is provided with columns which list receipts and issues, with a daily balance column which tells at a glance what stock is on hand. There is nothing simpler than to adapt this system to the keeping of up-to-the-minute personnel records.

Instead of recording stock on hand and the various fluctuations thereof, a card is designed to suit the conditions of the factory in which it is to be used and is treated in exactly the same manner as a stores record, with the exception that instead of stock, the movements recorded thereon are those of the working force. Record may be kept of the factory or warehouse staff by sexes, wage-rates, jobs or any other classification which may be necessary, and much valuable data may be compiled as a result of a careful study of the effect of surroundings, outside and inside influences, labor disturbances, living costs and seasons, and their relations to staff movements. Monthly and yearly abstracts from the perpetual record will prove themselves very valuable statements and the cards when filed away will be of great worth as a basis for comparison of the turnover in previous periods.

The turnover problem is one of the deadliest foes to efficiency in output. It is well-known that a sudden or even a gradual labor movement above a certain percentage is like the climbing of the mercury in the

A - Appointment
T - Termination
Tr to Tfd to Dept.
Tr F. " from "

DAILY TOTAL RECORD

	MALE					FEMALE				TOTAL	MALE			
DATE	A.	TR TO	T	TR F.	TOTAL	A	TR TO	T	TR F.		DATE	A	TR TO	T
1					M 450 F 349					800	16			
2	2		2		M 450 F 354			1		799	17			
3	1	3	2	1	M 451 F 350	5	2	4	6	801	18			
4			10		M 351 F 349					790	19			
5											20			
6											21			
7											22			
8											23			
9											24			
10											25			
11											26			
12											27			

FIG. I.
Portion of 8x5-inch Record or Inventory Card

EMPLOYMENT DEPARTMENT
STATISTICIAN'S DAILY RECORD

DEPT.	NAME	CLOCK Nº	TOOLS	LOCKER KEY	REMARKS	D. OR P. W.	RATE	POSTED ON CARDS	PAID
Assembly	Jones John	368	✓	✓	Quitting - Dissatisfied	P	.15	✓	✓
Painting	Wilson H	273	✓	✓	Discharged - Insolent	P	05	✓	✓
Stock	Brown Mary	160	–	✓	Quitting - to be married	D	1.75	✓	✓
Packing	Temple J.	171	issued	issued	T. from Assembly	D	3.90	✓	
Engine Room	Thompson S	23	–	issued	Boy (Oiler)	D	2.00	✓	
Toolmaking	Thomas J H	450	–	–	T. to Packing	D	3.90	✓	
Stock	Smith Wm	150	–	–	T. to Shipping	Wkly	17.50	✓	

NOTE: When tools and keys have been handed in and payment made, enter ✓ in proper column.

Place ✓ in posted column when all entries have been posted

FIG. II
Specimen make-up of Record Sheet

MACHINE
SHOE
PEG-
WOOD

The Cheapest and yet the Best

Manufactured by

O. CHALIFOUR INC.
QUEBEC, CAN.

Established in 1872

Casavant Organs

are superior in

QUALITY, DESIGN AND WORKMANSHIP

Over 800 Pipe Organs built by this firm for Canada, United States and South America

Casavant Frères Limitée
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Toronto Representative:
L. E. MOREL, 440 SPADINA AVE.

clinical thermometer, a symptom of trouble, and the factory manager or personnel officer who can feel the pulse of his force the very day that such movement takes place, who knows that to-day more people have quit than yesterday, than two months ago, than on this date last year, instead of having to wait for a weekly or monthly report, has the best chance of getting at and removing the infection before it can spread. And the method is simple.

Have printed or even mimeographed (the form used in the illustration is only a mimeo.) a card as per figure 1, with whatever divisions or subdivisions are suitable to your business, arrange for its correct up-keep by the statistician or records clerk and have it circulated daily to the officers to whom it will be of value.

The code initials have the following interpretation:

A.—Appointment. TR. TO.—Transferred to Department.

T.—Termination. TR. FROM—Transferred from Department.

And all the equipment necessary in the Employment Department is:

1. A desk blotter or daily record for use of the statistician on the same principle as the teller's blotter used in the banks. (Fig. II.).

2. Set of cards under the necessary classifications.

The routine is as follows: When an engagement, clearing or departmental transfer is made, the fact is noted on the blotter (see Fig. II), and at the end of the day the various entries are posted to cards under their correct classification; with the result that each morning reference to the grand total card will show not only the movements of the day before, but also the strength of the force; and reference to department cards will show each department head his own strength. The same card may be used as a grand total record in which case the codes TR. TO and TR. FROM are not used.

The foregoing shows that by different arrangements of the perpetual record system, statistics may be compiled of various phases of the turnover problems; and daily records, which in a large plant are invaluable, of the different classes of labor may be seen at a glance. By simple alterations in the make-up of the card, the record can be made to give a graphic presentation of labor costs, daily, weekly or monthly.

When used in conjunction with a diary which records such seemingly everyday things as weather, ball games, etc., and the more vitally interesting street car delays, street car strikes and national holidays, a card on the same principle showing absence, loss of time through tardiness, etc., will afford some very valuable data.

For instance, the writer has found in his small experience, that in an office staff of some 600 persons, the percentage of absence was increased by about one-half on the Saturday mornings preceding week-ends in which the Monday was a holiday; lateness was increased by about one-third on rainy days; and the day preceding pay-day and pay-day itself were always signallized by a drop in the absentee record from an average of 3.5 per cent. to an average of 5 per cent.

Barometers are as necessary in the business man's pilot house as they are to the sea captain, and only by their intelligent use and the charting of their records can we expect to accurately prepare for squalls.

Brompton Pulp

Company Adopts Plan of Other Paper Companies and Issues New Stock

Announcement was made on June 17 that shareholders of the Brompton Pulp & Paper Co. would be asked to authorize a change in the capitalization, whereby the present 70,000 shares of a par value of $100 would be superseded by 210,000

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TRADE MARK REGISTERED

Lake of the Woods Milling Co. Limited

MILLERS OF CANADIAN HARD WESTERN WHEAT FLOUR FOR DOMESTIC AND FOREIGN MARKETS

Makers of

Five Roses Flour

Head Office: Montreal Western Office: Winnipeg
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Daily Capacity: 13,700 Barrels

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Limited
8 ST. PAUL STREET EAST
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1-3 Commissioner Street
8 St. Paul Street East
Montreal

shares of no par value, holders of the present stock to receive two shares of the new securities for each one of the old held. As there are 70,000 shares of Brompton common stock now outstanding, the capital re-arrangement will entail the issuing of 140,000 shares of the proposed authorization of 210,000 shares, leaving 70,000 to be held in the treasury to provide for future financing. The new shares will be placed on a $6 per share basis, which is equivalent to 12 per cent. on the present securities.

Riordon Company

Financing of New Company Involved Offering of $8,500,000 Eight Per Cent. Stock

After disposing privately of a large portion of the issue of $8,500,000 eight per cent. cumulative first preferred shares of the Riordon Company, Limited, the Royal Securities Corporation offered the unsold balance, on June 18, at par, with a 20 per cent. bonus of common stock. Terms called for 25 per cent. on application; 25 per cent. on July 15; 25 per cent. on August 16, and 25 per cent. on September 15. Adjustments on common stock will be made at $50 per share.

Willard's Chocolates

Company Make an Issue of $600,000 Eight Per Cent. Cumulative Preferred Stock

An issue of $600,000 eight per cent. sinking fund cumulative preferred stock of Willard's Chocolates, Limited, has been on offer recently by the Dominion Securities Corporation, at par with a bonus of 25 per cent. in common stock. The Company's capital consists of $1,250,000 preferred stock, of which $600,000 will be issued, and $2,000,000 common stock, of which $1,500,000 will be issued. The company have just completed their new ice cream factory on Dupont Street, Toronto.

Tooke Bros., Limited

Substantial Gain in Profits Made for the Year Ended May 31 Last

Net profits of Tooke Bros., Limited, for the year ended May 21, after provision was made for war taxes, amounted to $238,230 an increase of $85,920 over 1919 and $102,472 over 1918. After providing $15,000 for depreciation and taking care of all arrears of preferred dividends, there remained a balance of $119,805 applicable to the common stock, or approximately 18.5 per cent. The balance sheet shows an excess of current assets over current liabilities of $727,377, compared with $388,296 at the end of the previous fiscal year.

Dominion Engineering Works

An Offering of Eight Per Cent. Cumulative Redeemable Preference Stock being Made

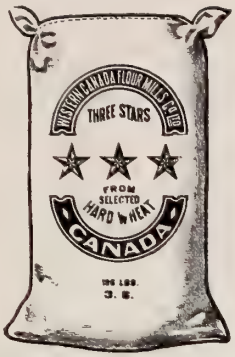
An offering of $1,400 000 eight per cent. cumulative redeemable preference stock of Dominion Engineering Works, Limited, is being made by Hanson Bros., Aldred & Co., Limited, and McDougall & Cowans. The sale price is $98 per share, carrying a bonus of 25 per cent. of common stock. This is the company formed by Dominion Bridge Co. interests to undertake the manufacture of hydro power and pulp and paper manufacturing machinery, taking over the plant of the St. Lawrence Bridge Co. for the purpose. The directors include G. H. Duggan, president; A. J. Brown, K.C., vice-president; W. F. Angus, George Chahoon, jr., Sir Herbert S. Holt, Phelps Johnson, Julian C. Smith, J. M. McIntyre, Howard Murray, H. Birchard Taylor and F. L. Wanklyn.



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HURON FLOUR



THREE STARS FLOUR



BATTLE FLOUR

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are the brands of a Purity Mill. Purity standards require the best selections of Western Canada Hard Spring Wheat, and careful milling by long experienced millers makes them the standard of quality for the world's flour markets

Our years of experience in the export markets of the world permit us to offer prompt and efficient service with full confidence in our ability to deliver it

A
PURITY MILL
AT
ST. BONIFACE
MANITOBA
Daily Capacity
5,000 Bbls.



Combined
Daily Capacity
10,000 Bbls. of
Flour
and
1,000 Bbls. of
Rolled Oats

Other Mills at
Winnipeg, Goderich, Calgary,
Brandon, Edmonton and Victoria

Western Canada Flour Mills Co., Limited -- TORONTO CANADA

CABLE ADDRESS -- LAKURON

Canada's Industrial Expansion

A Record of Progress

Piano Company Expands

Stanley Piano Company, Toronto, Take Over Building Purchased by Them in Pre-war Days

The Stanley Piano Co., Toronto, are now occupying their new factory premises at 349 Carlaw Avenue. These were purchased in pre-war days, but have been occupied under lease in the meantime by J. M. Loose & Sons, piano action-makers. The building stands on a lot 150x400 feet and is of reinforced concrete construction, containing 20,000 square feet of floor space, with power and kiln. The building will give the company much needed space for expansion, which their business has demanded.

New Chocolate Company

Dominion Chocolate Co., Limited, Formed to Take Over the Hooton Chocolate Co., Limited

The Dominion Chocolate Co., Limited, have been incorporated with a view of taking over the business of the Hooton Chocolate Co., Limited, Toronto, a company established some years ago by the Hooton Cocoa Co., of Newark, N.J., with a plant at 60-76 Duchess Street, Toronto. Some new financing has been undertaken, including the offering for public subscription of $400,000 eight per cent. cumulative preferred shares. This has been necessary in order to get the control of the company into the hands of Canadians. It is stated that an extension of the business in the very near future seems imminent and it is the intention of the management to increase the number of lines manufactured.

Increasing Capacity

Pulp Manufacturing Plant of the Kipawa Company, Limited, to Make 300 Tons Per Day

In connection with the recent visit to the plant of the Kipawa Co., Limited, of a party of American financiers, the *Pulp & Paper Magazine* gives the following information about this industry:

"The Kipawa Company is a subsidiary of the Riordon Pulp and Paper Company and was formed in 1913. It is situated in the Temiskaming District, in the Province of Quebec. Riordon engineers considered it the logical spot to locate sulphite mills. The property now owned by the company was purchased in 1918, in which year the construction of the first unit for an output of 100 tons per day was begun. Production started at the end of 1919. The company owns more than 1,200 square miles of timber limits, and 20,000 H.P. is available the year round. If conservation work is undertaken at the headwaters, this amount could be increased to 35,000 H.P. The company has power leases from the Quebec Government for 75 years. At present the company only develops 7,200 H.P., which is considered sufficient to take care of a production of 300 tons per day.

"The development of the plant and project was planned and carried out under the personal direction of Mr. C. B. Thorne, technical director of the Riordon Pulp & Paper Company. The general design of the mill is the result of years of experience in the manufacture of sulphite pulp and embodies many unique features. The aim of the engineers was to build not only the best mill, but one in which labor costs could be reduced to a minimum. The engineers also kept in mind a mill with a capacity of 500 tons a day. As the plant is now situated, additional units of 100 tons each can be added at any time. A second 100-ton unit is already under construction, and it is expected that, within a few months, the plant will be turning out 300 tons per day. With the completion of the new unit, the cost of the plant will be in the neighborhood of $15,000,000.

"Production was commenced in December, 1919, and a production of 100 tons of bleached sulphite pulp per day was promised, and the party learned with satisfaction that the production for the month of May has been 142 tons per day, and, when the financing to be done in the very near future is completed, and the second unit is completed, a great part of it being already finished, the production estimated for September next will be 175 tons of pulp per day, and early in 1921 the production will reach 300 tons per day."

New Silk Goods Industry

Houlding & Coleman, Limited, are Starting Plant for Manufacture of Neckwear, Etc.

Houlding & Coleman, Limited, is the name of a new incorporation in Toronto, who are establishing an industry for the manufacture of silk knitted dress fabrics, silk knitted scarfs and mufflers and silk knitted neckwear. They do not anticipate erecting a building, but have leased premises at 419 King Street West, where they are locating a small plant. It will comprise the latest machinery for the manufacture of silk knitted gools. Mr. T. R. Houlding is president of the company.

New Canning Factory

Pillsworth & Daly, of Cobourg, are Locating New Canning Industry at Port Hope

Pillsworth & Daly, contractors, Cobourg, are erecting a plant in Port Hope for canning purposes. The factory proper will be a metal-clad building, 30x70 feet, on concrete foundation, and there will be a building of similar size and frost-proof construction for warehouse purposes, with separate boiler and engine house. They propose to organize as a canning company in the near future and will manufacture a complete line of canned goods, making a specialty of tomato products this season. They expect to be in shape for operation about August 1 and will employ about sixty hands. They are installing the latest models of machines in order to put the highest class of goods on the market.



Bird's-eye View of the Plant of John Morrow Screw and Nut Co., Limited, Ingersoll

Reliability of Product — Generous Treatment

The care of those who buy from us is our first consideration. Our customers must be pleased and satisfied or we are not content with the deal

YOU RUN NO RISK WHEN YOU BUY

Morrow **Screws**
Morrow **Nuts**
Morrow **Bridge Reamers**
Morrow **Engine Studs**
Morrow **Twist Drills**
Ingersoll **Files**

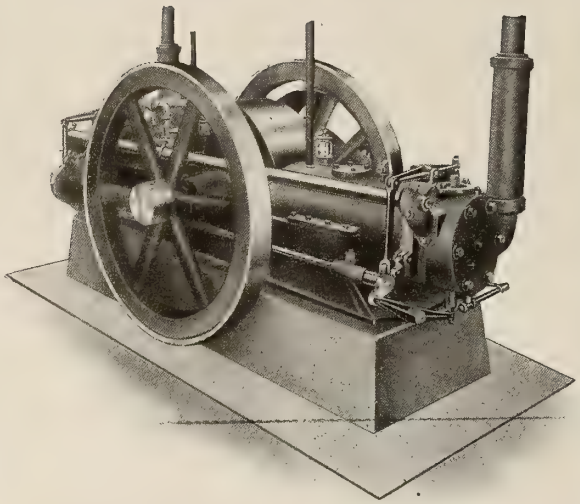
All made ***a little better than seems necessary***

John Morrow Screw & Nut Co. Limited

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Sole Distributors of Ingersoll File Company's Files (*the kind that cut faster and wear longer*). Order from your jobber, but if he cannot supply you order direct

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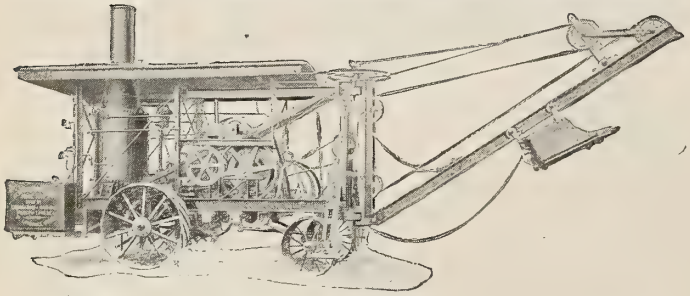
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St. Catharines Ont.

Eastern Sales Offices: Hall Machinery Co., Sherbrooke and Birks Bldg., Montreal, Que.

More Coke Ovens

Dominion Iron and Steel Co. Have Placed Order for a Third Battery of By-product Ovens

The Dominion Iron & Steel Co. have recently placed an order with the Koppers Co. of Pittsburg for a third battery of by-product ovens, sixty in number, similar in every respect and to be worked in conjunction with the two batteries built by the same company and put in operation in October, 1919, and March, 1920. Referring to the installation, *Iron and Steel of Canada* says:—

"A look around the coke-oven department of the Dominion Iron & Steel Company affords a microcosm of the history of by-product coke plants. The first ovens built around 1900, were among the first by-products ovens in America. They were of Otto Hilgenstock type, and about contemporaneous with the similar plant designed by Dr. Schneewind for the Everett Gas Co. near Boston. They long since were abandoned, and are now being utilized for the construction of brick-kilns in connection with the silici-brick plant the Steel Company expects to erect immediately.

"Further back from the railway track is the No. 2 Battery of by-product ovens, only recently representing the best type of construction, but now idle and awaiting conversion and repair to bring them more up-to-date.

"It is conceivable that even the latest Kopper ovens, which without exaggeration, are believed to be the most efficient installation yet completed and have exceeded the expectations and guarantees given, will in another ten or fifteen years be superseded by something better. For the time being, however, the Dominion Steel Company possesses a coke-oven plant of which its officials are justly proud, nor is it to be expected that even the latest addition will supply the coke requirements for very many years to come."

Woodworking Plant

Forest Products Limited, Start Operations on Fairly Large Scale at Parry Sound

The plant of the Parry Sound Lumber Co., at Parry Sound, has recently been taken over by a new company called Forest Products, Limited, in which several local men are interested. It is the purpose of the new company to work gradually into better grade furniture lines, starting with kitchen tables and toys. They have an authorized capital of $100,000, of which $40,000 has been issued. The plant contains 40,000 square feet of floor space. On the ground floor they are installing an edger, a re-saw and a big transit machine, and on the upper floors 15 manufacturing machines, each with its own motor. They will have about 30 hands at work by August 1. The president of the company is Jas. Ludgate, a well-known lumberman; J. P. Weeks, barrister, is secretary-treasurer, and R. Lyons, managing director. The latter has had a long experience in the woodworking industry.

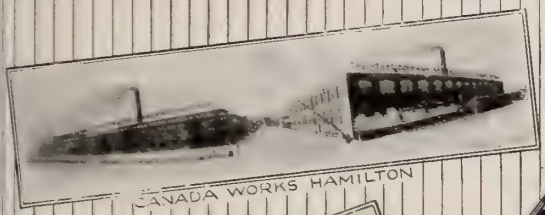
Asphalt Roofings

Beaver Board Companies are Locating a New Industry in Their Ottawa Plant

A new industry for Ottawa will shortly be established in the plant formerly occupied by the laminating department of the Beaver Board Companies. This department was recently moved to Thorold. The new product will be asphalt roofing, and machinery for its manufacture is now being installed. The industry will be known as the Roofing Division of the Beaver Board Companies, and it is expected that manufacturing will be started during September. About forty men will be employed.



GENERAL VIEW HAMILTON WORKS



CANADA WORKS HAMILTON



DOMINION WORKS MONTREAL

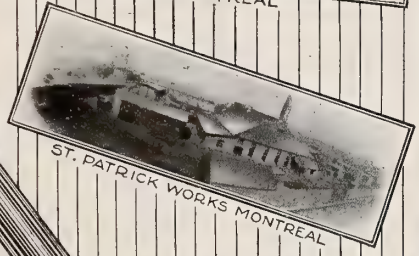


ROLLING MILLS BELLEVILLE

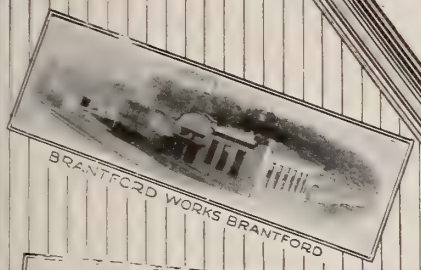
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STEEL COMPANY
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LIMITED
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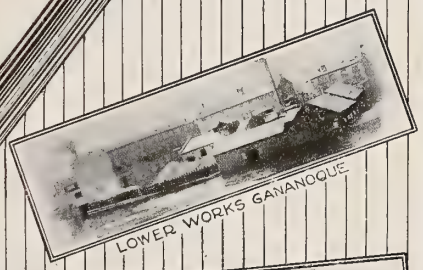
Service



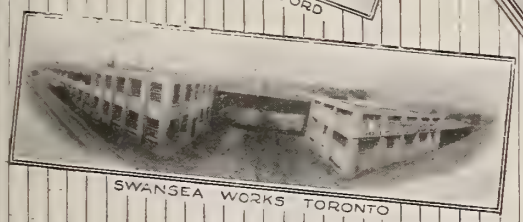
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GENERAL VIEW OF NOTRE DAME WORKS MONTREAL

These Plants and the Organization that directs and operates them, stand back of and Guarantee Quality and Service at All Times

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STEEL CONSTRUCTION
TOY

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Your Factory is Equipped with Labor Saving Devices---
How about your Home?



Let a Thor Washing Machine, Ironing Machine, Vacuum Cleaner and Walker Dishwasher lighten the work of your home

HURLEY MACHINE CO. LTD.
413 YONGE STREET, TORONTO

New Stationery Manufacturers

The Sinclair, Allen Co., Limited, Formed in Toronto to Manufacture Fine Lines of Stationery

An interesting new development in the stationery manufacturing industry is the formation of the Sinclair, Allen Co., Limited, Toronto. The new company, who are capitalized at $100,000, have as officers: President and general manager, N. A. Sinclair; vice-president, Thomas Allen; secretary, Thomas Blain Allen. Mr. Sinclair was for many years in charge of the stationery department of Warwick Bros. & Rutter, Limited, Toronto, and has lately had a year and a half's experience in New York. Mr. Allen is head of the publishing house of Thomas Allen. The company have leased an entire flat, containing 17,400 square feet of floor space, in the new manufacturing building on Adelaide Street at Spadina Avenue, and expect to start production about the middle of August. Their goods, which will consist of pads, papeteries and writing paper, will be known as the "Quality Line."

North America Antimony

Plans of Company are Dependent on Reports of Geologists and Mineralogists

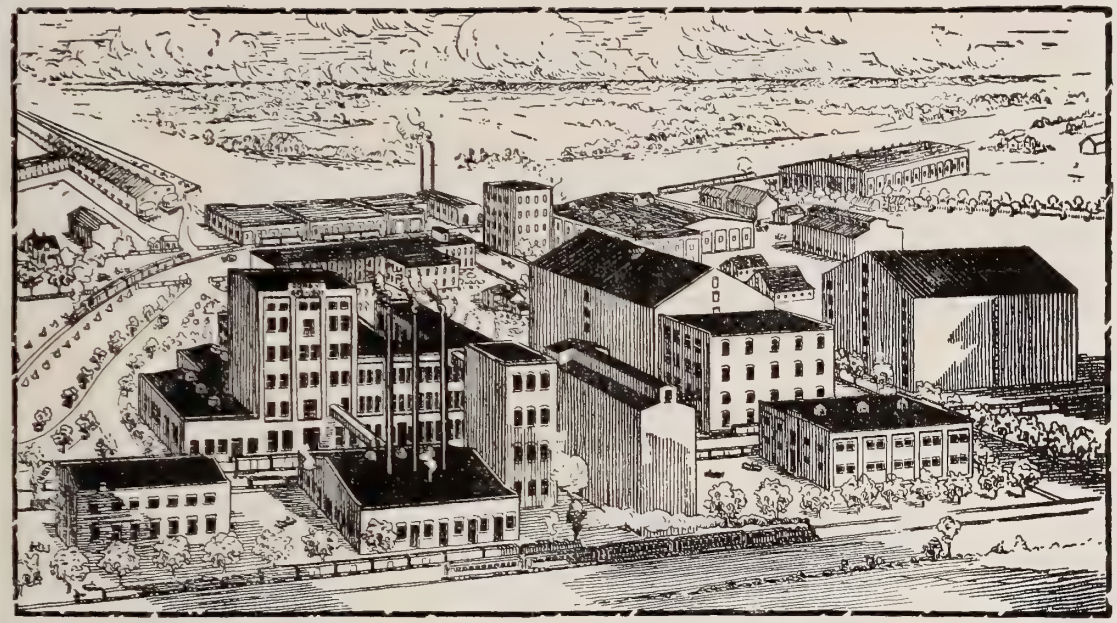
Plans of the North America Antimony Smelting Co., Limited, a company formed a few months' ago under the presidency of S. E. Elkin, M.P., of St. John, to consolidate a number of individual workings in New Brunswick, are still indefinite. Heretofore the mines were operated in a small way in the making of metallic antimony. It is proposed by the new company to manufacture golden and crimson sulphurettes of antimony, which are used largely in the rubber industry, and later possibly to undertake the manufacture of paints. Geologists and mineralogists are making extensive surveys of the property and, as soon as these reports are received, more definite plans will be formulated for the prosecution of the work.

According to a prospectus issued earlier in the year, the officers and directors of the company include S. E. Elkin, M.P., St. John, president and general manager; Walter F. Dixon, New York, vice-president; A. F. Saurel, New York, secretary-treasurer, and Messrs. W. H. Irvine, M.D., Fred B. Edgecombe and W. T. Chestnut, Fredericton, directors, with C. A. Crowe, mine manager. The company are stated to own all the area of antimony ore land in New Brunswick by mineral rights from the Government, comprising an area of sixteen square miles, and agreement of purchase, including 448 acres freehold, comprising a total area of eighteen square miles. These are claimed to be the only antimony deposits in Canada or the United States of magnitude or extent to maintain a smelting plant. There is already on the property the first units of a white oxide and smelting plant with a daily capacity of twelve tons of ore.

Make Bar Iron

New Brunswick Rolling Mills Co., Limited, Start Manufacturing Operations at St. John

The New Brunswick Rolling Mills Company, Limited, of which the incorporators are Harry J. Garson, Frank O. Garson and Joseph A. Garson, have acquired the plant and lands of the Portland Rolling Mills Co., Strait Shore, St. John, N.B., and are busily employed in manufacturing bar iron in all sizes, railway spikes, ship spikes, track bolts and mild steel bars. The company, who are capitalized at $99,000, have not yet completed their organization, but Mr. H. J. Garson is provisional president, Joseph A. Garson, secretary and C. H. Lissemore, superintendent.



Ethyl Alcohol 65 O. P.

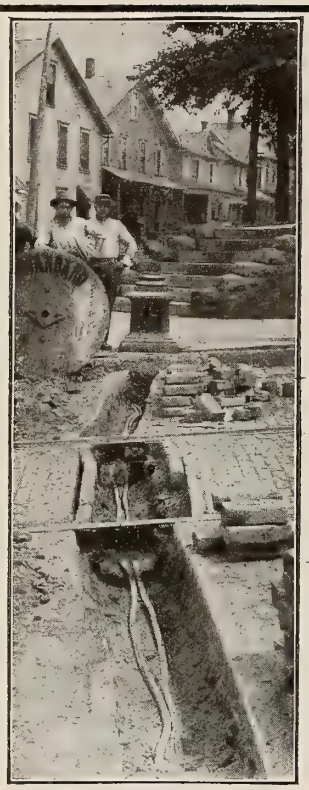
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Canadian Industrial Alcohol Company

Limited

Montreal, P. Q.

"The largest producers of Alcohol in the British Empire"



Laying STANDARD Steel-Tape-Armored Cable across a Street.

A 50 Per Cent. Saving

in the cost of installing underground electric cables is worth considering these days. A cable which can be laid directly in a trench in the ground without conduits may solve the installation problem before you.

STANDARD Steel-Tape-Armored Cables

are designed for this class of service, and have in many cases shown a 50 per cent. saving in installation cost as compared with single runs of lead-covered cables laid in conduits. Write for bulletin 680, which gives complete information.

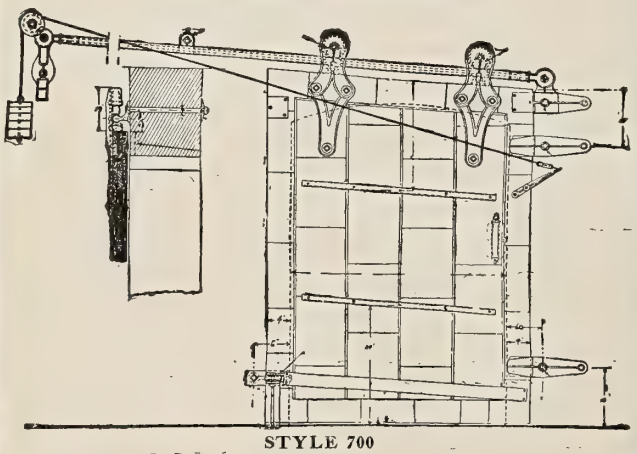
Standard Underground Cable Co. of Canada, Limited
Hamilton, Ont.

Montreal Hamilton Toronto Seattle

SLATER & BARNARD LTD.

Allith Manufacturing Co., Limited, Branch

HAMILTON, CANADA



STYLE 700

ALL MADE IN CANADA

Allith Fire Door Hardware is inspected and labelled by Underwriters' Laboratories (Inc.) SAVE MONEY and SECURE MAXIMUM PROTECTION by SPECIFYING ALLITH LABELLED FIXTURES for your Fire Doors.

Write us for prices on Parallel Door Equipment for your heavy Warehouse Doors

WE MAKE ALL STYLES OF DOOR EQUIPMENT

Guelph Plant Extends

Shinn Mfg. Co. of Canada, Limited, Will Erect Addition to Their Present Building

The Shinn Mfg. Co. of Canada, Limited, Guelph, are about to enlarge their plant. They will erect an addition, 30 x 70 feet, three storeys high, at the rear of their present building, using brick and concrete construction. They expect to complete and occupy the addition in the autumn and will be able to double or treble their present output of lightning rods.

Part of the new building will be occupied by the National Standard Co., a company recently incorporated for the manufacture of automobile tire braid.

Beaver Board Development

Company Take Over Plant of the Foley-Reiger Pulp and Paper Co., of Thorold

Important progress towards the expansion of their industry in Canada has been made recently by the Beaver Board Companies, whose administration offices are in Buffalo, N.Y. They have purchased the plant at Thorold of the Foley-Reiger Pulp and Paper Co. and will utilize its output in supplying ground wood for the Beaver Board finishing units at Thorold and Tonawanda, N.Y. The present production of the Foley-Reiger mill is about fifteen tons of ground wood a day. It is equipped with two grinders and five wet machines and is operated by water power. The power facilities are ample to serve additional grinders and it is proposed to instal these and increase the mill's capacity immediately.

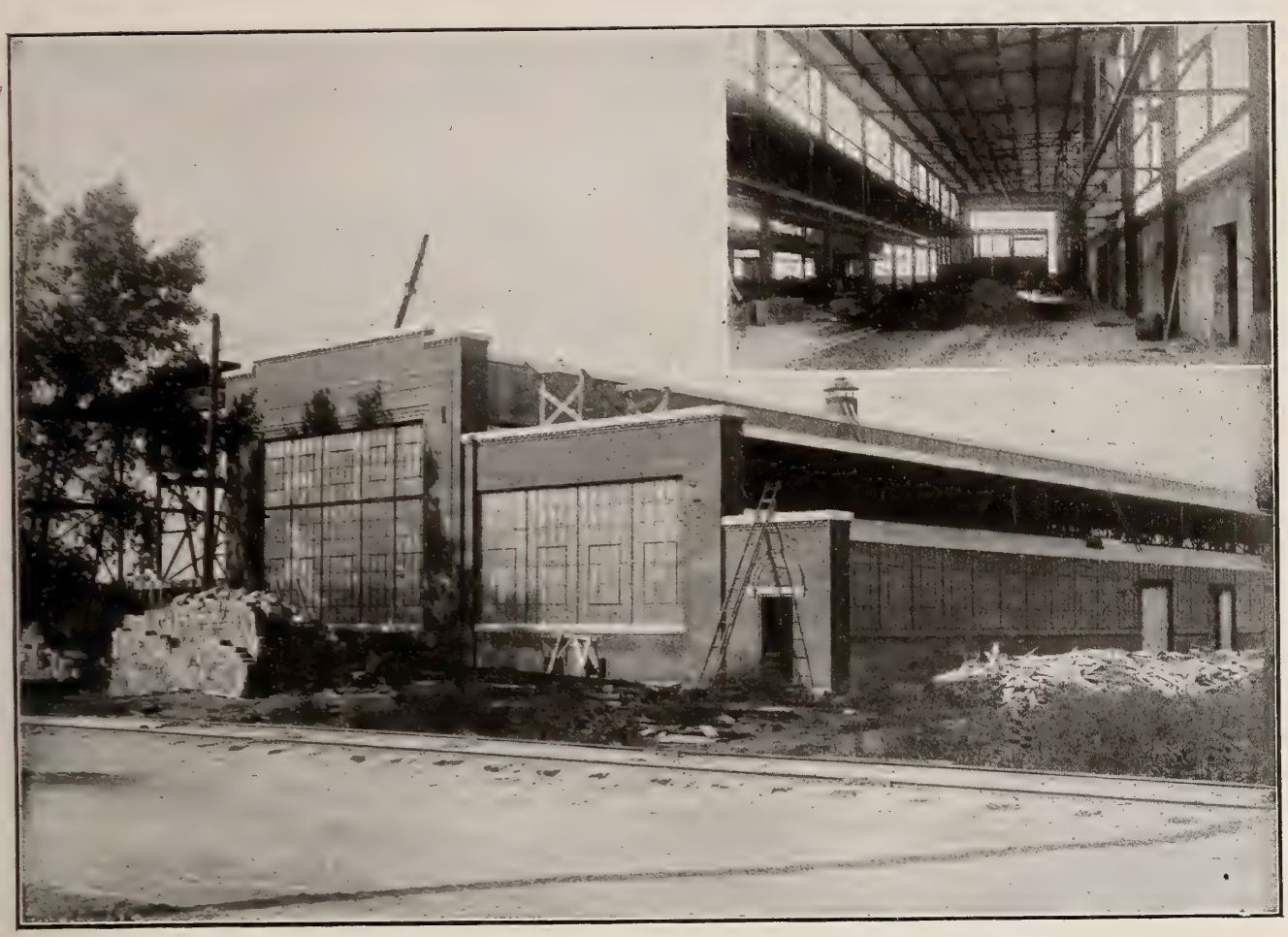
The purchase of the Foley-Reiger property is part of the company's definite policy of expansion. Last winter Canadian operations were concentrated at Thorold through the removal of the laminating plant from Ottawa, enlarging and improving its equipment and preparing it to operate with the two finishing units at Thorold. Thus the Thorold plant is now a complete system for manufacturing Canadian and some export requirements. It receives its logs from the Frederickhouse and Abitibi timber grants, grinds them into pulp and finishes and laminates them into the finished beaver board.

The company's development in the way of adding the manufacture of logically related building material lines is emphasized by their purchase of the business of the Patent Vulcanite Roofing Co. of Chicago. This company, the third largest manufacturers of prepared roofings in the United States, is now operated as their Roofing Division. For Canadian requirements, a plant is now under construction at Ottawa which will be completed within a few months and manufacturing for the Canadian market will be begun immediately.

New Knitting Company

The Celtic Knitting Company, Limited, Start Operations in City of Montreal

The Celtic Knitting Company, Limited, who were recently incorporated with an authorized capital of $200,000, have started operations at 14 Turgeon Street, Montreal. It is their intention to produce ladies' silk hosiery, ladies' and children's coats and jerseys made from all-wool jersey cloth, and men's cashmere underwear. It is not their intention to erect a new plant at present but they have rented sufficient space for their requirements. Mr. A. C. Howatson is managing director.



HOLMES FOUNDRY BUILDING, SARNIA, ONT.

H. M. Lane Co.,
Architects

Wells & Gray Ltd.,
Contractors

Plant recently completed for Holmes Foundry Co. We have the organization and equipment to carry on Industrial buildings of all kinds in the quickest possible time.

Wells & Gray Limited

ENGINEERS and CONTRACTORS

Branch Office:
Bank of Commerce Bldg.,
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Head Office:
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TORONTO

What "KODAK" Means

As a word, a trade-name, "Kodak" is simply an arbitrary combination of letters.

As a trade-mark, "Kodak" indicates certain of the products of the Kodak Companies to which it has been applied, as, for instance, Kodak Cameras, Kodak Tripods and Kodak Film Tanks.

As an institution, "Kodak" stands for leadership in photography. To the world at large it is best known for its simplification of photography for the amateur, for its Kodak and Brownie Cameras, for its films and papers. To the professional photographer, it is known for its progressive leadership in the manufacture of everything that is used in the studio. In the cinema world it is known as the producer of the film that made the motion picture possible. To the scientist, it is known for its X-Ray products, now so vital in the mending of men.

In 1888, when the two "k's," the "o," the "d" and the "a" were euphoniously assembled, they meant nothing. To-day they mean protection for you in the purchase of photographic goods.

If it isn't an Eastman, it isn't a Kodak

CANADIAN KODAK CO., Limited

Toronto, Canada

The

Canadian Meter Co., Ltd.

Manufacturers of

METERS

For Acetylene, Coal, Gasoline and Natural Gases also for Air

Office and Works:

HAMILTON, CANADA

90 CAROLINE STREET N.

New Foundry Building

Record Foundry & Machine Co., Moncton, are Completing a Large New Structure

An important addition is being made to the plant of the Record Foundry & Machine Co., manufacturers of stoves, ranges and furnaces, Moncton, N.B. It is a building 370 feet long by 50 feet wide, one storey, reinforced concrete. It will include mill room, mounting room, nickelling room, crating room and sheet metal and tin shop. The cost, when completed, with machinery installed, will be about $75,000. It will all be completed by August 1, but a part will be in operation commencing July 10. The building will be modern in every respect and will enable the company to employ more men and increase output.

New Motor Company

Stansell Motors Limited will Produce a Canadian Light Six Car at Amherstburg

An interesting new development in the Canadian automobile industry is the formation of Stansell Motors, Limited, in which Detroit and Amherstburg capital is interested. The capitalization authorized is $500,000 and the purpose is to make a purely Canadian light six car of distinctive type. At first this will be an assembly proposition, using only the best standard parts, and these have already been contracted for and delivery commenced. Later it is the intention to manufacture all necessary parts. The anticipated production under full running force is from 10 to 16 cars per day, and approximately 50 men will be employed during the first year. It is expected that the first demonstration cars will be in hand by the first of August and an estimated production of 1,100 cars is expected within the ensuing twelve months, this number having already been contracted for.

The company have secured and hold a ten-year lease from the municipality of the town of Amherstburg of a large brick factory, 75 x 150 feet, built by the municipality several years ago for the purpose of manufacturing automobiles. They rent it at $1.00 per year, with the option of buying both factory and site at the end of this term for a nominal sum. The site is a large one with plenty of room for expansion, and the Michigan Central Railway now has a switch running into the yard.

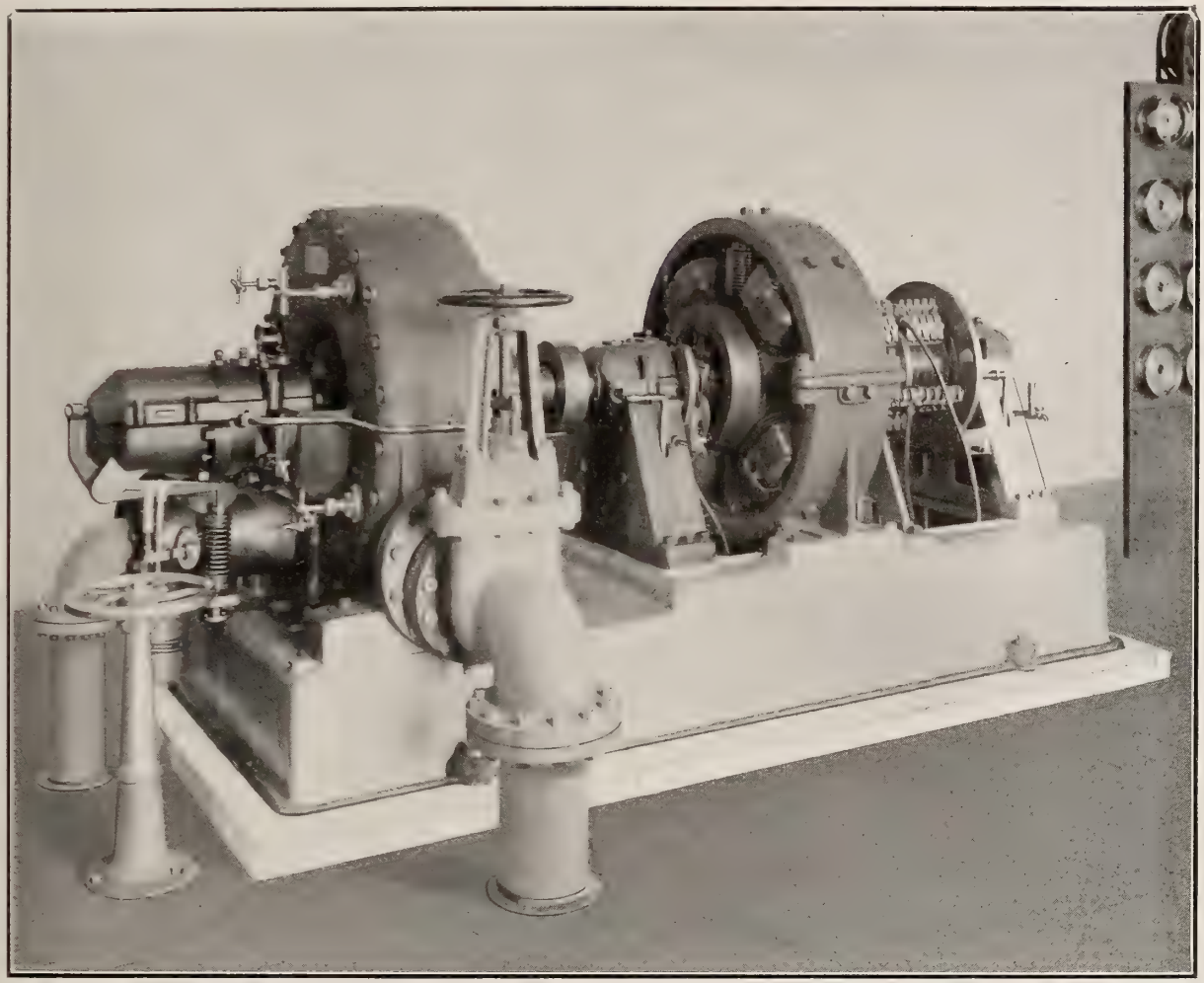
The president of the company is J. B. Whitley, Detroit; vice-president and general manager, W. R. Stansell, Amherstburg; secretary-treasurer, F. P. Davey, Detroit; directors, J. C. Veale, Detroit, and F. A. Parke, mayor of Amherstburg.

Build New Plant

The O-Rib-O Manufacturing Co., Winnipeg, Have Sold Their Present Premises

The O-Rib-O Manufacturing Company, who manufacture air-tight heaters, stove pipes, coal shutes, steel garages and metal specialties, have sold their present factory at 233 Stradbrook Avenue, Winnipeg, to the Eternal Battery Company of Winnipeg, and have purchased a piece of land on Erin Street north of Portage Avenue with a frontage of 125 feet and a depth of 200 feet with a railway track spur. On this property they will erect a factory 40 feet x 200 feet, two-storeys high, of concrete and brick construction. This company are adding special machinery for manufacturing warm air fittings, a line which they purpose going into extensively. They hope to be in their new premises by August.

GOLDIE & McCULLOCH "WAIT" STEAM TURBINES



A G. & McC. "WAIT" Steam Turbine at St. Boniface Hospital, St. Boniface, Man.

"WAIT" Steam Turbines are providing economical and efficient power in a large number of the leading industries in the United States and Canada. The "WAIT" Turbine provides against high temperature steam in the casing, governor insures speed regulation within 1%, emergency governor is distinct from speed governor and positive in its operation.

Ask for Catalogue, Specifications, etc.

Sole Canadian Manufacturers

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Head Office and Works: GALT, ONTARIO, CANADA

TORONTO OFFICE: Suite 1101-2 Bank of Hamilton Bldg.

WESTERN BRANCH: 248 McDermott Ave. Winnipeg, Man.

QUEBEC AGENTS: Ross & Greig 400 St. James St., Montreal, Que.

BRITISH COLUMBIA AGENTS: Robt. Hamilton & Co. Vancouver, B.C.

A Huge Amalgamation

Formation of the Riordon Co., Limited, Means Consolidation of Many Important Interests

One of the most important industrial developments of the month has been the formation of the Riordan Company, Limited, which takes over the properties and assets of the Riordon Pulp and Paper Co. and the Kipawa Co., Limited, together with all the issued capital stock of the Gatineau Co., Limited, a company incorporated to acquire the assets and properties of Gilmour & Hughson, Limited, and W. C. Edwards & Co., Limited. The Riordon Co. will also own over 60 per cent. of the outstanding capital of the Ticonderoga Pulp & Paper Co.

In discussing the merger in the daily press, Mr. Carl Riordon, vice-president and managing director of the Riordon Co., Limited, said:

"Hitherto the resources of the Ottawa and Gatineau Rivers have been operated by several companies, chiefly for the production of white pine lumber, without an effort having been made to develop on a large scale the raw materials available for the production of sulphite pulp, paper and hardwood lumber. It is felt that the Riordon Company should naturally undertake the more intensive development of the large properties now brought under its control.

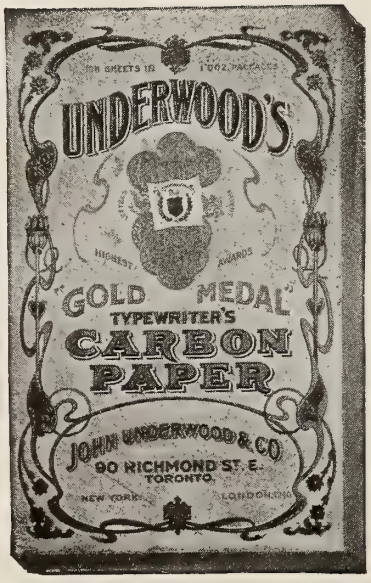
"The merging of the existing resources of the W. C. Edwards Company, the Gilmour & Hughson Company and the Riordon Pulp & Paper Company will permit of economy in production and marketing, and of scientific development of the properties. At a time when American supplies of pulp and other woods are evidently running low, making it eminently expedient for Canada to attain a maximum of production from the minimum of raw materials at the minimum of cost, we aim to extract the greatest value obtainable from every thousand feet of timber and every unit of waterpower which we own, through unified control of vast holdings of wood and water powers and of diversified plant equipment."

The combined timber holdings of the business merger will approximate 10,590 square miles. The pulpwood holdings are estimated to contain 25,000,000 cords of pulpwood, while the stand of white pine is estimated at 1,200,000,000 feet. The company's sulphite pulp output consists of 91,000 tons per annum of bleached and 8,000 tons of easy bleaching. It produces 11,000 tons per annum of soda pulp and 18,000 tons of high-grade book paper. Of lumber, the present output is 125,000,000 feet per annum. With construction at Kipawa completed and reducing lumber production to terms of pulp and paper, the new company will produce the equivalent of 275,000 tons of pulp and paper per annum.

Move to Toronto

Davis-Bournonville Co., Remove Their Plant From Niagara Falls to Toronto

The Davis-Bournonville Company have completed and occupied their new plant at 32-34 Eastern Avenue, Toronto. The company were previously located at Niagara Falls, with sales offices at 168 King Street West, Toronto, but now both plant and office will be under one roof. The new building is 50 x 110 feet, of brick and steel, two stories high, and here they will manufacture all their lines for the Canadian trade, including oxy-acetylene welding and cutting apparatus, barrel-welding machines, and other automatic equipment. They have installed a model generator, which distributes acetylene to the welding and testing stations throughout the plant, and altogether have very considerably increased capacity and improved equipment. If the situation warrants, it is their intention to establish a welding school in connection with their plant, in charge of a competent instructor.



"Gold Medal"
Carbons and Ribbons

We have studied and investigated every variety of machine and typewriting requirement and present "GOLD MEDAL" Carbon and Ribbons as most suited to successfully and economically produce efficient results.

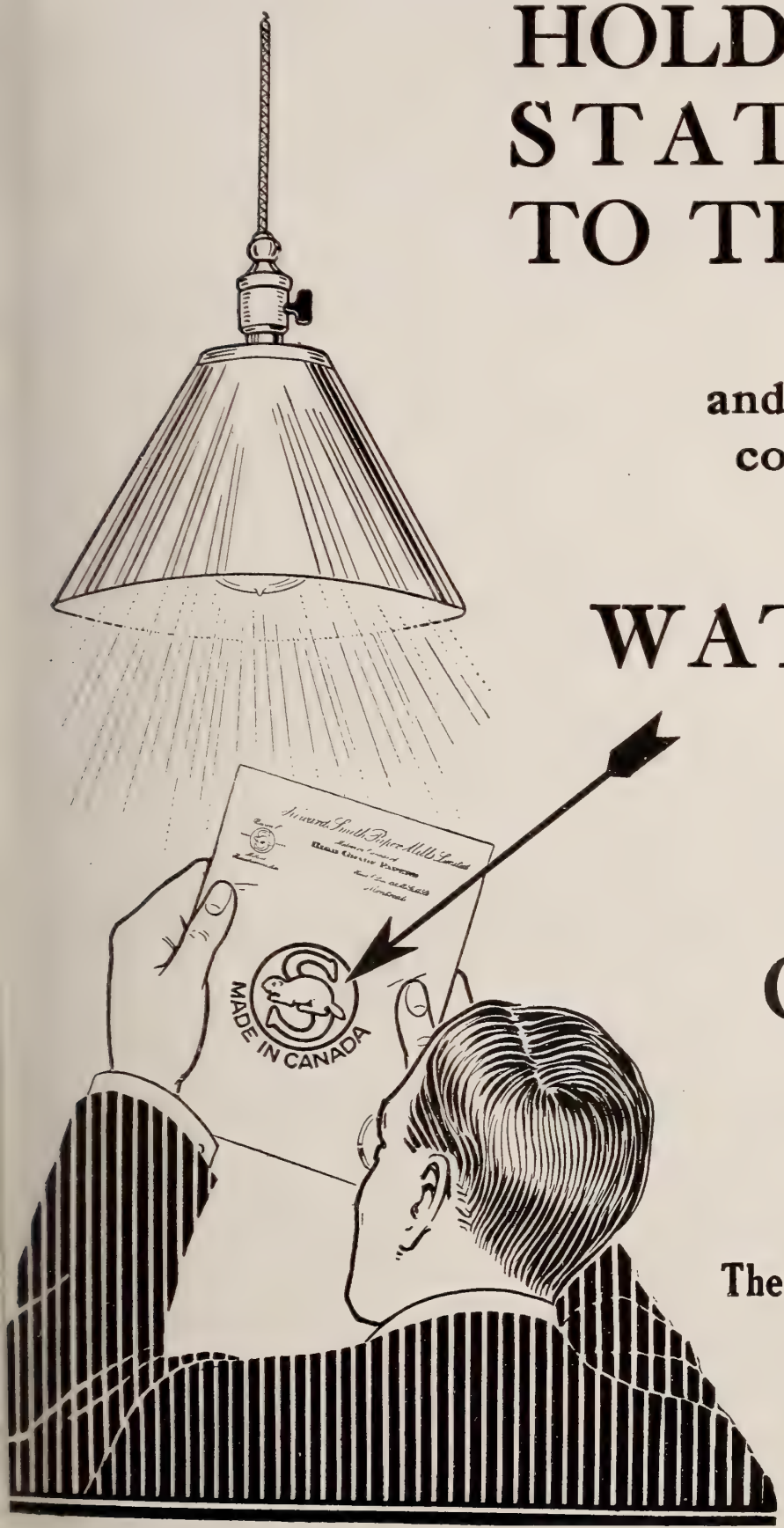
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Manufacturers of Writing Inks, Carbons and Ribbons

90 Richmond Street East

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HOLD UP YOUR STATIONERY TO THE LIGHT



and see that it contains this

WATERMARK

It is your guarantee for

QUALITY

-Made-in-Canada-

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The Howard Smith Paper Mills
LIMITED

138 McGill St., MONTREAL

MILLS AT

BEAUHARNOIS, QUE. and CRABTREE MILLS, QUE.

LEES SUPERIOR

SILVER SOLDERS

ARE SUITED TO YOUR EVERY NEED

BADGES

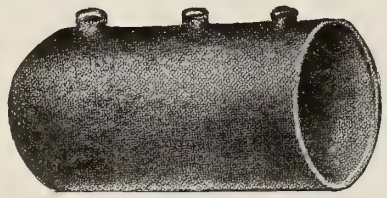
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Made Under Modern Facilities to Your Advantage

Canadian Made, Right Prices and Prompt Deliveries

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JEWELRY MANUFACTURERS AND REFINERS
HAMILTON - - ONTARIO

GASOLINE TANKS



COPPER-STEEL
WELDED
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HIGH-CLASS
TANKS

For Underground Storage of Gasoline
Any Fittings to Suit Supplied

A high quality tank steel welded throughout, making it practically a one-piece tank. Treated with an odorless, anti-rust oil, and then painted on the outside with anti-rust acid-proof black paint. They are practically rust and corrosion proof. We are tank builders. We make a specialty of tanks. Anything we turn out in this line you can depend on. They are made by expert workmen. We put our best efforts into tank building; it is our specialty. Our tanks are built to conform to the requirements of the National Board of Fire Underwriters. They are all tested before leaving our works under air pressure by a competent superintendent and then crated and shipped so they will reach you in good condition. We believe our prices will appeal to you as being very reasonable. Nothing but the best will do for handling gasoline. If not as represented when it reaches your station, fire it back at our expense. Can we do fairer? Any size made to your order.

FULL LINE SELF-MEASURING PUMPS ALSO GASOLINE TRUCK TANKS
Write for Bulletin No. 10

The Steel Trough & Machine Co.
Limited
TWEED, ONTARIO, CANADA

Consider Enlarging

Canadian Vegetable Parchment Co., Limited, May Install a Second Machine

The Canadian Vegetable Parchment Co., Limited, which started operations on March 15 at their mills at Merriton, Ont., report that they are selling all the parchment paper they can make and the directors are considering the installation of a second machine. Their product has been favorably commented upon by users, who consist principally of proprietors of dairies, creameries, etc. They are the first company to make this kind of paper in Canada.

Paper Mill Machinery

Description of the Plant at Lachine of the Dominion Engineering Works, Limited

The June issue of *Iron and Steel of Canada* contains a description of the plant of the Dominion Engineering Works, Limited, the company recently formed by Dominion Bridge Co. interests to undertake the manufacture of paper mill machinery. From the description the following information about the undertaking is culled:

The company have taken over the erecting and machine shops of the St. Lawrence Bridge Co. at Lachine, which were erected in 1912 for the fabrication of the Quebec Bridge. They are of substantial fireproof construction, well laid out and with railway sidings. The main building is 660 x 220 feet, with two erecting bays 85 feet and 75 feet x 220 feet respectively and side bays, 60 x 440 feet, containing boiler house, power house, tool room, etc. The crane equipment is particularly complete.

The foundry as at present used is a building 145 x 181 feet, but will shortly be enlarged to 145 x 330 feet. The cupolas comprise one of 84-inch diameter, not yet installed, but which will replace a 37-inch cupola now in place, and one of 54 inches. There are two casting pits, but the foundry extension will be equipped with a casting pit, 120 feet long by 30 feet wide and 8 feet deep, intended for pouring the large castings to be used for the water turbines. The pattern shop is a separate brick and steel building, 176 x 60 feet.

At the present time the works are building two 166-inch high-speed newsprint machines for the Laurentide Co., and a 148-inch Harper tissue paper machine for the Interlake Tissue Mills. There has already been completed one 48-inch fourdrinier writing-paper machine for the Howard Smith Paper Mills. The company are also building two 20,000 h.p. water wheel units for the Laurentide Co.

Remove to Galt

McCaskey Systems, Limited, Will Locate in Galt About Middle of Month

McCaskey Systems, Limited, manufacturers of counter check books and credit register systems, have recently purchased a munition plant in Galt, Ontario, where their head office and factory will be located after the middle of July. This company have outgrown their present location at 235-245 Carlaw Avenue, Toronto, to such an extent, that much larger premises are required to handle their rapidly increasing business. The new factory at Galt is most modern in every respect and several new high-speed machines are being added which will practically double the present equipment of their plant. McCaskey Systems, Limited's business is confined principally to the retail merchants, but their industrial systems for manufacturers are meeting with considerable recognition, as are also the physicians' and surgeons' systems for professional men. The most rapid development of their business in the past two years has been that of the counter check book department.



WORM DRIVE MOTOR TRUCKS
1½ to 6 Tons Capacity

The features that are making the
"MAPLELEAF," CANADA'S LEADING MOTOR TRUCK are---

Plenty of Power
Rugged Construction throughout
Simplicity
Low Operating Cost

MAPLELEAF MANUFACTURING CO. Limited

999 Christopher Columbus Street, Montreal

Everything in Side Leather

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High Grade Bridle
Bookbinding Leathers
Oil Tan Moccasin Leather
Strap and Bag Leathers
Splits of all kinds
Goodyear Welting

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MALLEABLE IRON
CASTINGS
HIGH TENSILE STRENGTH

GALT MALLEABLE IRON CO.
LIMITED
GALT - ONTARIO

ESTABLISHED 1850

DID YOU EVER NOTICE

that jarring, grinding noise in your machine shop caused by the metal gears?

Wouldn't you like to stop that noise? You can do it by using

NEW PROCESS GEARS
RAWHIDE PINIONS

They last indefinitely too

Ask us about it?

R. GARDNER & SON, LIMITED
Nazareth, Brennan and Dalhousie Streets
MONTREAL

Belleville Industries

New Industrial Commissioner Reports Location of Seven Industries During the Year

In his first report to the mayor and city council of Belleville, C. I. White, Industrial Commissioner, reports the location of seven new industries since June 14, 1919. The Elliott Machinery Co. took over the premises of the Burrell Rock Drill Co., local parties invested some capital and the plant in now running and employing sixty men. The Judge Jones Milling Co. were located in the new building of Grahams, Limited. The H. A. Woods Mfg. Co. were located through the efforts of Mr. R. J. Graham and will manufacture valves, automobile steering wheels and door locks. This company have also purchased the patent rights of the Tilting Detachable Steering Wheel. The Natural Tread Shoe Co. will start operations as soon as their machinery is installed. The Toronto Hat Mfg. Co. have commenced operations, and the A. S. Richardson Co., Limited, will commence operations in the near future in the east wing of the H. A. Woods Mfg. Co. building. The Weed Harvesting Machine Co. will commence operations just as soon as machinery can be installed. When these new industries have developed to the point expected, they will employ upwards of 500 hands.

Chemical Products, Limited

Eight Per Cent. Cumulative Participating Preference Shares Being Floated

One of the most interesting industrial offerings of the day is that of the 8 per cent. cumulative participating preference shares of Chemical Products, Limited. This was preceded by a campaign of press publicity in which the importance of the chemical industry in general was emphasized. The company's capitalization consists of $2,000,000 preference shares of which $1,700,000 are being issued, and 100,000 shares of common stock of no par value, of which 75,000 shares are being issued. The offering is being made by Graham, Sanson & Co., Toronto.

Chemical Products, Limited, were incorporated February 28, 1920, succeeding Chemical Products of Canada, Limited, organized in 1916. The latter company successfully operated a plant in Toronto, but the new company have taken over the property of British Chemicals, Limited, Trenton, and will develop it. The plant includes 120-ton sulphuric acid plant and concentrator; 70-ton nitric acid plant; storage tanks, distilling plants; 100-ton ice plant; a boiler plant with total capacity of 2,000 h.p.; an ample fire protection system with about five miles of underground water lines.

As laid out by Chemical Products, Limited, their plant will consist of five units—No. 1, acid phosphate plant, with minimum annual capacity of 75,000 tons; No. 2, sulphuric acid plant, with capacity of 120 tons a day; No. 3, refined nitrate of soda, epsom salts and general chemicals; No. 4, salicylates of allied derivatives, viz.: aspirin, salicylic acid, sodium salicylate, oil of wintergreen, cresotinic acid; No. 5, ammonia and coke oven by-products.

Directors of the company include R. J. Copeland, Toronto, president and general manager. J. C. Graves, Saginaw, Mich., vice-president; W. H. Van Winckel, New York, vice-president; Col. H. Cockshutt, Brantford; D. M. Sanson, Guelph; T. E. O'Reilly, Toronto; T. P. Birchall, Montreal; R. J. Cluff, Toronto. The actual direction of the plant, operating and works management will be in the hands of Mr. A. H. C. Heitman, an experienced and successful chemical plant operator.

Are You Thirsty?

DRINK **"GURD'S"** DRINKS

"They Satisfy"

"GURD'S" DRY GINGER ALE is select in every particular—pleasingly pungent—of delicately balanced flavor. A favorite at select social functions. To drink "GURD'S" drinks is a wholesome Canadian "national habit"

CHARLES GURD & CO., LIMITED MONTREAL

Beverage Manufacturers, Mineral Spring Owners, and Wholesalers

THE CANADIAN BRIDGE CO., Limited

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MANUFACTURERS

RAILWAY AND HIGHWAY BRIDGES

Locomotive Turn Tables. Roofs, Steel Buildings and Structural Iron Work of all Descriptions

DAVID GILLIES, President — J. S. GILLIES, Managing Director — D. A. GILLIES, Secretary-Treasurer

GILLIES BROS., LIMITED

BRAESIDE, ONTARIO

WHITE and RED PINE and SPRUCE LUMBER and LATH

DRY STOCK WELL SAWN PROMPT SHIPMENT

MILLS AND HEAD OFFICE, BRAESIDE, ONT.

D. D. EARING, Morristown, N.Y. — GUY E. ROBINSON, Aeolian Bldg., 42nd St. W., New York City

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Why Buy in United States

SILICA BRICK, COKE, STEAM COAL ?

When Canadian Materials are Available at Lower Prices

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Monarch Metal Co.
Limited
Hamilton Canada

Brass, Bronze and Aluminum
Ingots and Castings
to Strict Analysis

Let us help solve some of your Casting Troubles



Drop Forgings

ONE of the largest and best-equipped Forge Plants anywhere, is at your call for Drop Forgings of any kind, particularly in large quantities.

Dominion Forge & Stamping Co., Ltd.
WALKERVILLE, ONT.
Toronto Office : Excelsior Life Building

New Chemical Plant

Soda Deposits Limited, of Calgary, Locating New Industry at Fusilier, Sask.

John O. Williams, managing director of Soda Deposits, Ltd., Calgary, furnishes the following information about the plans of this company for development at Fusilier, Sask. Writing early in June, Mr. Williams says that the company expect to commence building operations at once, and should be producing by the end of July. They propose to manufacture sodium sulphate or salt cake, glauber's salts, and glass-makers' salt cake. The first unit of their plant will turn out twenty tons of dry sulphate per day, and gill give employment to twelve persons. So far the organization of the company, which is capitalized at $100,000, was incomplete.

New Galt Factory

The Yale Shoe Mfg. Co. to Establish Fifth Shoe Industry in Galt This Summer

Galt's fifth shoe industry will be started about the first of August by the Yale Shoe Mfg. Co. in the stone building formerly occupied by the Riverside Silk Mills. This is a four-storey structure, 40 x 90 feet. The company will make boys' and men's McKay shoes and will start with about forty employees. They are chartered and capitalized at $40,000, with the following officers: President, R. K. Serviss; vice-president, R. F. Scott; secretary-treasurer, G. Malcolm; superintendent, F. Englert; sales manager, F. R. Delafield.

Take Over St. John Plant

Murray Co. of Canada, Limited, Secure Plant of Wilson Chemical Company

The Murray Co. of Canada, Limited, are a new incorporation, associated with the Murray Co. of Boston, who have taken over the plant of the Wilson Chemical Co., St. John, N.B., and have commenced the manufacture of fruit syrups and similar products, largely for use in connection with soda water fountains. Owing to the high price of sugar and to causes incidental to a new business, the company are not manufacturing very extensively at present, but are making preparation for a larger output in the near future. The incorporators are H. W. Wilson, Leon A. Keith and Milton E. Murray. The capital stock is $99,000. Mr. Keith, a St. John broker, is president; Mr. Murray, vice-president, and Mr. Wilson, manager.

Will Double Capacity

Wells Bros. of Canada, Limited, Change Name and Increase Their Capital

Wells Bros. Co. of Canada, Limited, manufacturers of taps, dies and screw plates, Galt, Ont., are changing their name to the Greenfield Tap and Die Corporation of Canada, Limited, this being more in harmony with the name of the parent concern at Greenfield, Mass. They are at the same time arranging for an increase in their capital stock from $40,000 to $250,000. It is their intention to increase their capacity by erecting new buildings, which will give them more than double their present floor space.

A by-law fixing the assessment of the Montrose Division mill of the Provincial Paper Mills, Limited, at $125,000, was carried on June 10 by the ratepayers of Thorold. The original fixed assessment was $20,000, and this was renewed in later years. The mill is one of Thorold's largest industries.

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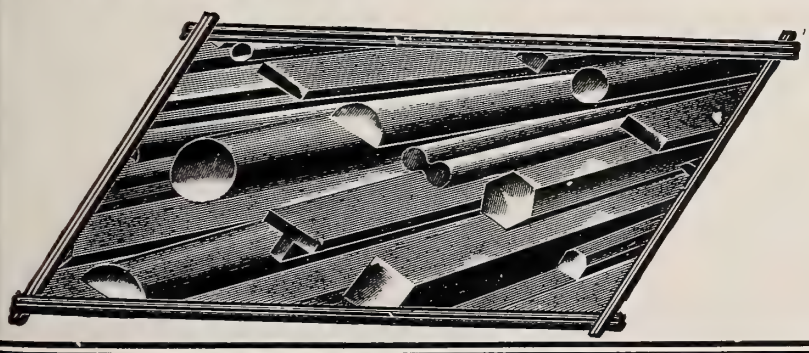
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Human Element in Production Engineering

An Appeal for Greater Harmony in Industrial Relations—The Obligations Resting on Both Parties—Higher Wages not the Solution of the Problem, but Greater Production and More Economy

By G. S. HUTCHINSON
Vice-President, Sherman Service, Limited

AN employer may build the most modern plant possible to construct, and equip it with the best machinery procurable, but his efforts will be in vain without the human element to operate it.

Further than that, he cannot expect a whole-hearted response from this human element unless he gives it at least as much thought, care, and attention as he does his equipment.

The employer naturally desires a "full value" return from his investment in equipment, and therefore does not hesitate to supply whatever means may be necessary to bring his machinery to a full capacity operation. Is he doing as much for the human element in his plant?—that element without which his machinery is useless?

One of the favorite methods of many concerns is the employing of the "Stop Watch" method. This is done openly, and the workers feel their rights are being invaded. They feel the boss is suspicious and that he is taking this means of showing them that he is wise, or, in other words, the boss did not believe that the workers were doing their duty or this "Stop Watch" man would not have appeared.

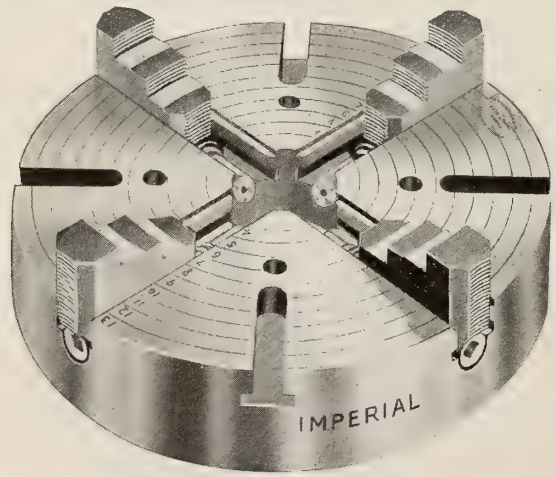
This being the case, they at once get busy trying to devise some way to beat the man with the "Stop Watch." After some time study the workers are ordered to do their work in just such a manner as the person installing a system may see fit, and no suggestions or co-operation from the workers is desired, which causes the workers to feel that they are being used simply as machines and not as human beings. There is nothing in the system that takes into account the limitations of the human body, and what a man can produce in a day, when everything is favorable, workers are driven to produce every day, without any regard to the circumstances, climatic or physical conditions.

There must be more of the human relationship between the employer and the worker; Labor can no longer be considered as a commodity to be haggled for in the open market. Loyal service should command something more than the minimum which it will bring in competition.

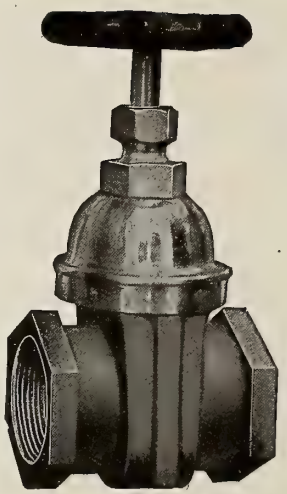
On the other hand, and of quite equal importance, employees must be loyal to their employers. Agreements once fairly made must be sacred, and so must be observed. Labor's word must be as good as its bond. And if, as I said before, loyal service should merit more than the frigid observance of hard and fast agreements, loyalty of service should mean more than the grudged exchange of a minimum of work for a maximum of compensation.

Capital cannot expand without Labor. Labor cannot live without Capital. Deny the country the support of either,

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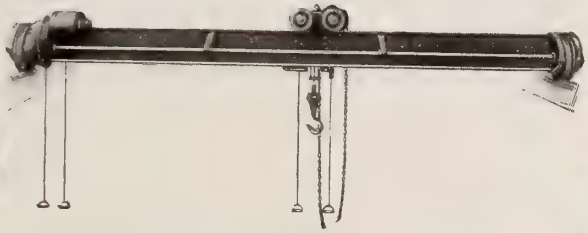
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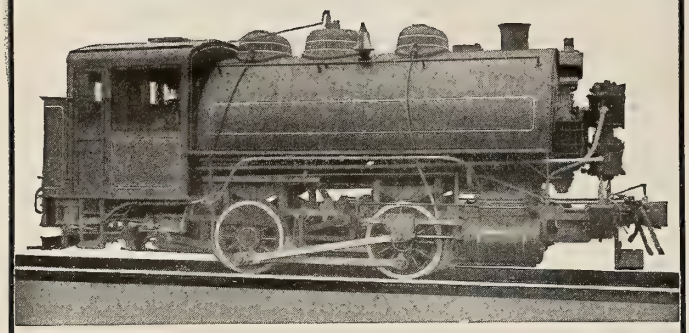
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and it must die. The ranks of both elements are made up of human beings, each depending upon the other for maintenance, and the country depending upon both for existence; and there is no earthly reason why the two cannot get together, co-operate and work in harmony for the betterment of all.

It is not a question of what you *want* to do, or a matter of catering to your own particular desires. But rather is it a question of good business judgment. Employers who read "the writing on the wall" granted this inevitable recognition and drew their workers into a closer personal contact and business association, purely as a matter of policy, are to-day enjoying the fruits of their foresight.

To-day Labor realizes more consciously than ever before the dawn of a new era, in which its decisive function has become finally apparent. Now, more than ever before, is needed that whole-hearted and sincere co-operation between Capital and Labor that will quickly and permanently place Canada upon a solid industrial foundation.

And to-day the world is turning to Labor to build anew upon the ruins created by four years' of madness. The man in overalls steps into a new "firing line," where the order is not to "destroy" but "create."

Canadian labor has never betrayed its trust, and it will not do so now, in the face of the great crisis of reconstruction, when the future depends so largely on its courage and loyalty.

What may come in the way of popular control, as education advances, none can say. That the worker will undoubtedly gain a voice in the management of industry—and a large voice at that—is a fairly safe prediction, but joint control of industry is a problem that offers many difficulties, and it is well that the worker should go into it with a knowledge of all it implies. The appointment of Labor representatives on controlling bodies in industry is undoubtedly a step in the right direction, but the worker must be prepared to accept their limitations, to consider the industry first and foremost, and to abide by the results of the joint action of his own representatives and those of the employment class.

Compromise the Difference

Can we not compromise for the time the difference between Capital and Labor, between the various interests that are risking our future for the sake of their own particular grievances and co-operate in another ideal equally great?—the restoration of peace and the return of prosperity on a better foundation. With this accomplished, the separate ideals of the industrial divisions of our society can be discussed with far more chance of fair adjustment than is possible in these difficult times. We shall, I hope, settle our problems with reasonable fairness and common-sense, and so improve the relations between Labor and Capital, that the country can do its very best in production, and thus enable our country to bear cheerfully the cost of the war, and, better still, make every returned soldier think that such a country was worth fighting for.

Trade union leaders are becoming interested in the idea of industrial democracy. It is not an exotic plan from Soviet Russia. Adult educational classes, university extension courses, the definite linking up of organized labor with the universities, night schools, and study groups, conducted with increasing success in the last few years, have helped to educate the manual workers to their present advanced position. The barriers of caste between manual workers and technical and professional labor are disappearing. Doubtless the common experience of men in the trenches has helped to hasten this change. An understanding be-

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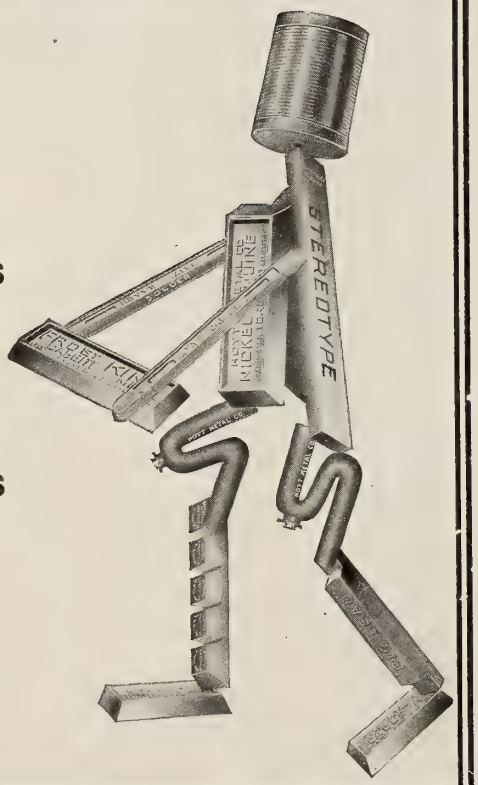
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tween Labor and Capital, not necessarily a coalition, but a recognition that each is moving in the same direction as the other on policies such as democracy in industry, should have a profound influence on the economic readjustment in Canada.

I do not propose to discuss the why and wherefore of high prices or the extent to which they are due to the inflation of credit and currency. It is enough that they are here and that everybody suffers from them. Surely, however, the time has come to look at the position from a somewhat different angle, and the workers particularly may be asked to consider whether demands for still higher wages are likely to solve the problem, and whether they are materially better off for some of the recent concessions they have obtained. They have secured several substantial increases, and at the same time a considerable reduction in working hours. It should now be their aim, and that of other leaders, to get the fullest effective value out of what they have won. That cannot be done by clamoring for further increases, or the whole weary circle will have to be trod again, but it can be done by increasing production and by practicing economy until supply overtakes demand. Only thus can the value of our dollar be restored to something much nearer one hundred cents than it is at present, and no effort must be spared to accomplish this.

The foreman in modern industry is the link between the Management and the rank and file of Labor. The policies of the Executive regarding production and other matters are transmitted to the employees through the agency of the foreman. It has been said that a great part of Labor disturbances is directly due to unskilful handling of men by foremen. Whether or not this is so, all parties are due to benefit from greater efficiency on the part of the supervisors. The foreman is the key to production. He stands between Labor and Management, and is, therefore, in a strategic position in industry. All the policies of the management, all its ideals and its production orders, must pass through the foreman, who is, therefore, in a position to make or mar its successful operation.

In the days when national problems are occupying the attention of everybody, it is difficult to get men to think soberly of questions of personal duty. Yet the future of our nation depends upon what we do as individuals. The two words that should be in our minds are "Produce" and "Save." Nothing is needed to-day so much as production. If the world is short of food, clothing, and material for building, there is only one thing to do, and that is to hurry up with production. This is no time for wrangling and fighting over hours and labor. The only sensible thing to do is to get busy and supply the world's need. Until it is supplied, we cannot have anything but unrest. The man who loafs or wastes the day is an enemy of his country and to mankind.

At the present time industrial conditions are acute, owing to a general feeling of unrest, and the necessity of a means to bring about better understanding is more than ever apparent.

A very small amount of corrective influence, properly applied, will effect a cure when the relations have not reached a serious condition of estrangement. Wise industrial heads realize this, and for their protection and as an investment maintain certain corrective and educational influences in their plants continuously. The value of this is indisputable and the results obtained fully justify them in making the relatively small investment necessary.

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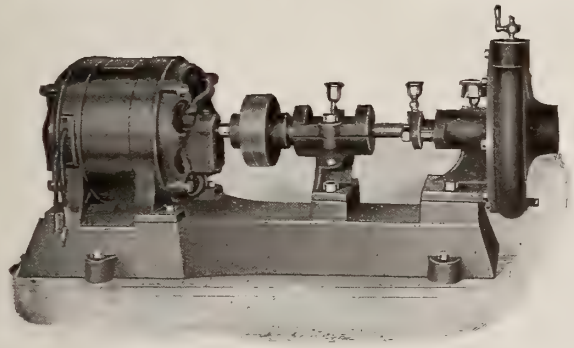


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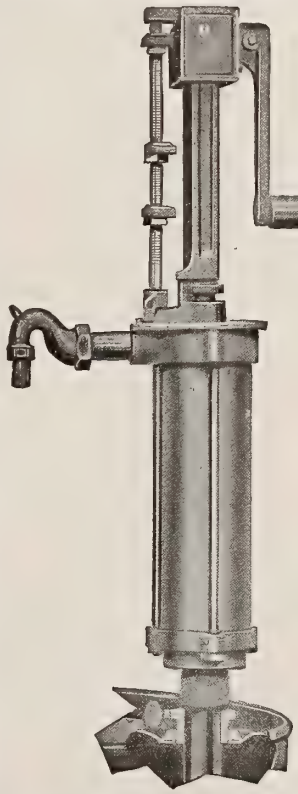
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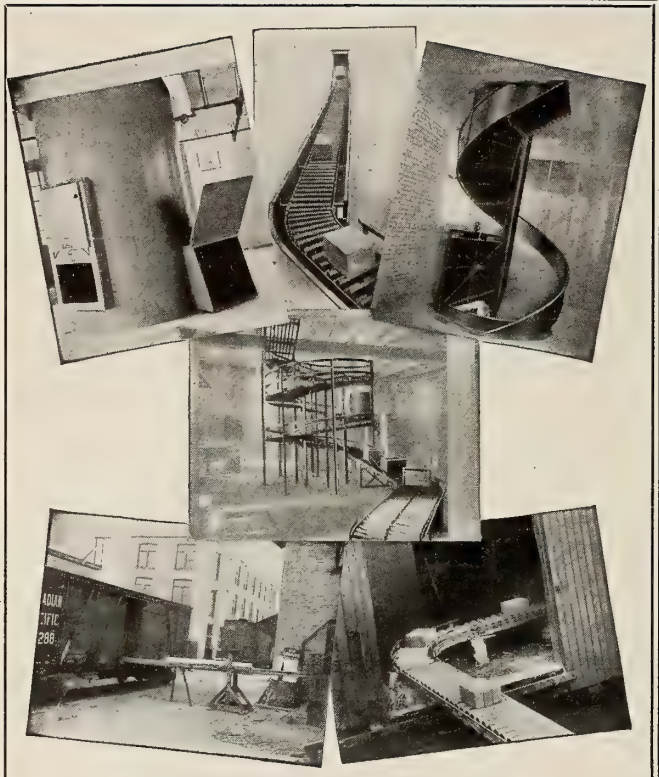


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Woollen Manufacturers

Canadian Woollen Manufacturers' Association Held its Annual Meeting in Toronto in June

The general annual meeting of the Canadian Woollen Manufacturers Association was held in Toronto on June 17th, when the establishment by the province in co-operation with manufacturers, of a textile college for the training of Canadians in the more scientific phases of the textile industry received considerable attention. Upwards of fifty members of the Association were present from various parts of Canada and a keen interest in the proposition was evidenced. The proposal has been in the hands of a competent committee for some time and the manufacturers at the meeting expressed themselves as heartily in favor of the idea, the need for fully trained operatives being recognized.

Reports for the past year showed that business had been satisfactory and that a considerable amount of export business had been carried on. In this connection it was stated that Secretary Fred H. Yapp was now in Europe in connection with negotiations for a large amount of overseas business and several extensive orders are pending at the present time. The meeting was preceded by a luncheon, presided over by Mr. Richard Thompson, president, at which Mr. J. S. McKinnon, president of the Canadian Manufacturers Association, and Dr. F. Torrance delivered addresses.

The following officers were elected: President, Mr. Richard Thompson, Carleton Place (re-elected); Vice-President, Mr. Harold G. Smith, Hamilton; Executive: Messrs. D. N. Panabaker, Hespeler; H. Barrett, Paris, Ont.; A. H. Saul, Mitchell; T. A. Burns, Dunnville; C. W. Bates, Carleton Place; W. W. Thompson, Toronto; James Moodie, Hamilton; George A. Dobbie, Galt; C. Gordon Cockshutt, Brantford; Thos. Hepburn, Preston, and K. W. Harvey, Woodstock.

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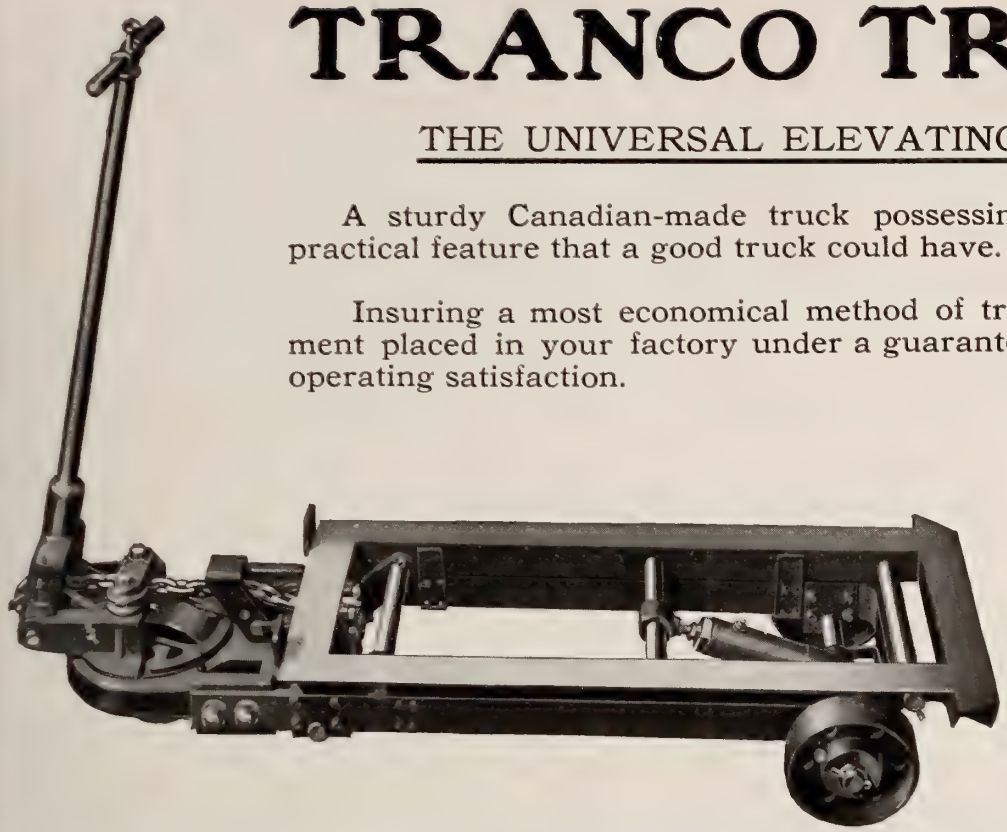
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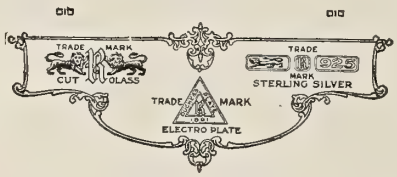
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The Fuel Problem

How a Saving May be Effected Through Increased Use of Mechanical Stokers

An aggressive campaign, having in view the reduction of Canada's coal bill, is being launched by the Under-Feed Stoker Co. of Canada, Limited, formerly the Jones Underfeed Stoker Co., Limited. It is pointed out by this company that the annual consumption of bituminous coal in Canada in leading industries and in public utility plants approximates 7,000,000 tons. Of this 1,000,000 tons, or one-seventh, it is contended, could be saved by the application of scientific combustion methods. The adoption of such methods would not only save coal but would release 20,000 coal cars for other service.

Just how coal can be saved by the installation of stokers is illustrated by some figures applied to a boiler plant consisting of six 250 h.p. boilers. Assuming that five boilers are operated for 24 hours a day, 300 days a year, with two shifts of 12 hours, labor costing 50 cents an hour and coal $6.00 a ton, the annual cost of hand-firing works out at $139,500; that of stoker firing at $120,250. This is a cash saving of $19,250, but there is also an increased plant capacity of from 50 to 100 per cent., while cheaper grades of coal may be utilized.

A reorganization of the business of the Jones Underfeed Stoker Company, Limited, has recently been effected, which will serve to emphasize more completely the Canadian character of this industry. Hereafter the Canadian end of the business will be known as the Underfeed Stoker Co. of Canada, Limited. Mr. Lloyd Harris, who is also president of the Underfeed Stoker Co. of America, becomes president; Mr. S. A. Armstrong is vice-president and managing-director of both companies, and Mr. James L. Ross, vice-president and secretary of both companies. The directors include T. A. Russell, A. W. Holmested, H. J. Fuller and David Fasken. The Jones Underfeed Stoker Co., Limited, have carried on business in Canada for the past twenty years and the new development is in line with the rapid expansion of the business. Some exceedingly effective publicity on the part of the new company is being commenced in the current issue of this publication, to which the attention of readers is specially directed.

Paper Box Makers

Annual Convention of Canadian Paper Box Manufacturers' Association Held in Quebec

The annual convention of the Canadian Paper Box Manufacturers' Association was held at the Chateau Frontenac, P.Q., on June 21 and 22, with about sixty delegates present. A number of valuable addresses were delivered including the following: "How Montreal is solving the Cost Problem," by C. N. Moisan, Standard Paper Box Co., Limited, Montreal; "The Problems of the Metropolitan Paper Box Manufacturers' Association," by H. E. Roden, New York; "Popularizing the Cardboard Carton," by Charles P. Wellman, National Packing Machinery Co., Boston; "Demonstration of Cost of a Men's Shoe Box," by F. W. Fisher, F. W. Fisher & Co., Limited; "The Utilization of the Association to increase Factory Efficiency," by D. H. McDermid, Somerville Paper Box Co.; "L'Entente Cordiale," by L. J. Amyot, Quebec Paper Box Co.; "Costs of a Folding Box," by J. B. Lawrason, Lawrason-Doughty Co., Toronto.

The following officers were elected: President, C. T. Reid, Chas. Reid & Co., Hamilton; vice-president, C. N. Moisan,

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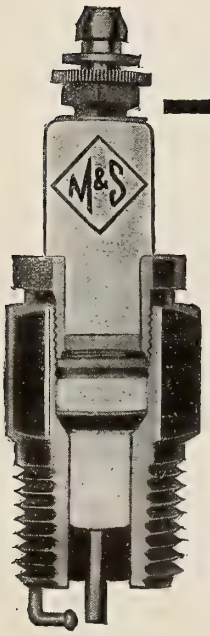
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Standard Paper Box Co., Limited, Montreal; secretary-treasurer, S. J. Frame, Toronto; advisory committee, J. B. Lawrason, Lawrason-Doughty Co., Toronto; J. H. Lefebvre, King Paper Box Co., Montreal; B. Sproule, Collett-Sproule, Ltd., Toronto; W. P. Bennett, Rudd Paper Box Co., Ltd., Toronto.

Workmen's Compensation

Industrial Accidents More Numerous in Ontario During the First Half of Year

There were 25,940 accidents reported to the Workmen's Compensation Board of Ontario during the first half of 1920, as compared with 19,811 in the first half of 1919; the fatal cases were fewer, being 211 as against 215.

The compensation and medical aid awarded during the first half of 1920 totalled $2,451,912.82; during the first half of 1919 the total was $1,846,509.11.

The first half of 1919 was the lean period of industrial activity, the last half showing much larger figures, but not so large as the figures for the half-year just closed. Over 500 cheques per day are now being issued by the Board for compensation and medical aid.

June was the high month for accidents reported, averaging 183 per day, 36 being fatal.

The increased scale of compensation provided for at the last session of the Ontario Legislature is now in effect. For accidents happening since 1st July, workmen are to receive two-thirds of their average earnings instead of 55 per cent., and the minimum is to be $12.50 a week or the total average earnings if these are less than $12.50.

Dating from 1st July widows are to receive $40 a month for themselves and $10 for each child under 16, and orphan children are to receive $15 a month, provided the total in any case does not exceed two-thirds of the workmen's aver-any case does not exceed two-thirds of the workmen's aver-age earnings. The cheques now going out are partly on the old scale and partly on the new, adjustment having to be made where the pension period covers part of both months. In accidents happening since 1st July the widow is also to receive a lump sum of $100, and workmen requiring them are also to receive artificial members or other apparatus necessary as a result of the accident, and to have these kept in repair for one year.

Unique Advertising

The Canadian Car & Foundry Co., Limited, Montreal, send out a set of twelve blotters, which have the merit of attracting attention and developing interest in the product of the company. Starting with scenes in which prehistoric man is shown solving the engineering problems of his day, the transportation idea is carried along through imaginative pictures down to the present day and, in fact, beyond. Some of the products of the company are illustrated and the series closes with the gyroscopic railway travelling the air.

The Canadian Steel Foundries, Limited, Montreal and Welland, have a somewhat similar series of blotters, illustrating processes of manufacture as carried through by a troop of Teddy bears. It is a clever way of directing attention to the work done in their plants. H. W. Hartnell is the artist responsible for both series.

The Elder Dempster Co., Ltd., announce that their next sailing from Montreal for South African ports will be the steamship *New Mexico* about July 15th, and *New Brooklyn* about July 30th. These steamers will call at Cape Town, Algoa Bay, East London, Durban and Delagoa Bay in the order named.

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Like some others, maybe you have thought of us as manufacturers of Men's Overalls, Alloverss, and Work Gloves exclusively. The fact is that that represents but a part of our business, albeit a very important part. We also make to order:

—Work Clothing for special jobs,
—Outfits for Express Messengers and Transport Workers, and
—Hospital Coats.

Name your need and we'll meet it. We'll supply you with garments, sound, well-made, good-looking, at prices from which the sting has been removed. Simply let us have your specifications and we'll tell you what time you may expect the finished goods.

Carhartt Work Clothes

are made to order by the manufacturers of
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HAMILTON CARHARTT COTTON MILLS LIMITED
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Agents for the Island of Montreal:
STANDARD MACHINERY & SUPPLIES, LTD.
263 Notre Dame St., Montreal, Que.

Labor Supervisors

Spanish River Pulp & Paper Mills Undertake an Important Development

In the carrying out of their industrial relations plan, the Spanish River Pulp & Paper Mills have recently appointed three labor supervisors, one for each of their mills. The duties and functions of these labor supervisors are set forth as follows:

"The Labor Supervisor will be assistant to the General Superintendent in all labor matters which have to do with our employees, their work and the general conditions which surround them in their work. The Labor Supervisor will work in close co-operation with the Secretary of Industrial Relations, and, together with the General Superintendent, the manager and committees, they will develop the various plans which we have in mind for the improvement of conditions in our mills.

Deals With Many Subjects

"The subjects with which the Labor Supervisor will have to deal are varied. All which are mentioned here will not at first go into effect, but when the logical time comes and there is a natural demand for the introduction of the plans, they will be duly set in motion.

"A policy of group insurance was taken out February 21st, 1920, by the Spanish River Pulp & Paper Mills, Ltd., with the Metropolitan Life Insurance Company, covering all employees in mills and offices and on the permanent payroll of the woods department who have worked for the company three months or over. The details in connection with group insurance in the mills will be in the hands of the Labor Supervisor. It will be his duty to see to it that all insurance records are kept up to date in every respect. The best method of keeping insurance records for Spanish River will be worked out between the Labor Supervisor and the Secretary, Department of Industrial Relations.

"The Labor Supervisor will keep an accurate index of all employees, showing length of service. From this index he will make up a monthly list of employees entitled to vacation with pay, showing length of vacation to be granted. Any adjustments having to do with vacations will be made by the Labor Supervisor with the foremen of the various departments. Men desiring vacations will notify foremen as to preference of date, etc. The foreman will arrange for the granting of the vacation, on prescribed forms. The details of this plan will be in the hands of the Labor Supervisor.

Keeps Service Button Records

"The Labor Supervisor will keep service button records and will make bi-monthly reports to the Department of Industrial Relations. The Labor Supervisor will make all arrangements for giving out service buttons and for long service gatherings in co-operation with the Department of Industrial Relations.

"The Labor Supervisor will be in charge of all safety and first aid work in the mill. He will have a committee to work with him composed of employees chosen from each department. The Labor Supervisor will make weekly reports to the Department of Industrial Relations on safety work, first aid and accidents, and will in every way promote safety in the plant.

"All new men employed by the company will pass through the Labor Supervisor's office. All men applying for work will apply at the office of the Labor Supervisor. He will be familiar with all departments of the mill, and foremen desiring help will notify him of vacancies, and his duties will be to fill vacancies in so far as he is able."



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Automobile Oils	Factory Paint
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Industrial Oxygen

Methods of Manufacture May Differ but Resultant Product, When Properly Made, Should be Equally Satisfactory

A good deal of space has recently been devoted by certain Canadian technical publications to a discussion of the relative merits of industrial oxygen prepared by the electrolytic and liquid air methods. It may help consumers who are puzzled by the controversy to read the following extract from an article on oxygen appearing in the Bulletin of the Department of Chemistry of the Pennsylvania State College (1917), by Professor Geo. Gilbert Pond:

"Industrial oxygen, compressed in cylinders, is commonly guaranteed to be ninety-eight per cent. pure. The manufacturer usually claims, and probably rightly, that the purity of commercial oxygen is greater than the guarantee would indicate.

"The character of the impurity is perhaps of greater consequence than its exact amount, and the character very naturally varies with the method of preparation. Electrolytic oxygen contains as impurity chiefly hydrogen, with small quantities of nitrogen and carbon dioxide. Liquid air oxygen very naturally has for its impurity principally nitrogen. These impurities, if not kept down to very small dimensions, may cause more or less trouble according to the purposes for which the oxygen is employed. It is the purpose of this paper to consider oxygen only in relation to oxy-acetylene welding and cutting. Nitrogen, being an inert gas, can do no harm to the welding process except that it displaces so much oxygen, being in that sense a dilutent. Hydrogen requires, to be sure, one-half its own volume of oxygen for combustion under ordinary circumstances, but, when led into the oxy-acetylene flame, at some six thousand degrees Fahrenheit, it cannot burn, because this temperature is higher than the dissociation point of water vapor. Hydrogen is as inert as nitrogen under these circumstances and can add nothing whatever to the flame temperature.

"Commercial practice has now brought oxygen to a high degree of purity; the guarantees of reliable manufacturers being on a ninety-eight per cent. basis. Experience has shown that with oxygen of this purity, the best work can be accomplished. The fine distinctions which are drawn in commercial arguments after guaranteed purity is reached may have some theoretical basis, but in practice do not appear of any measurable importance. As there is no possibility of the user analyzing every cylinder and as by whatever process oxygen is made wide variations may occur, the best advice that can be given is to buy of those companies whose technical staff and established reputation make sure the uniform high purity of their guaranteed product."

Other questions dealing with the advantages of gas obtained from one method of manufacture over that of another have also been dealt with. Two of the most common being—

(*a*) That electrolytic oxygen invariably contains, notwithstanding the utmost precaution in its purification, certain traces of soda, and even potash, which are injurious to the piping and internal parts of the apparatus by which they are consumed (as in oxy-acetylene welding);

(*b*) That oxygen extracted from the air by liquefaction contained a certain percentage of argon, another inert gas.

While it is almost impossible to remove completely all traces of soda from electrolytic oxygen, it is also a fact that the manufacturers of oxygen regard argon as too valuable a product to be wasted. It is carefully extracted from the oxygen and sold to electric lamp manufacturers; therefore, the oxygen manufactured by the liquefaction of air, would be as commercially pure as electrolytic oxygen.

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60 Cycle, 2 Phase, 220 Volts.

1 10 hp. C.G.E., 1200 rev., base and starter, N.V.
1 7½ hp. C.G.E., 1200 rev., base and starter, N.V.
1 10 hp. T.H.E., 1800 rev., base and starter, N.V.
4 1 hp. T.H.E., 1800 rev., base.
2 ½ hp. T.H.E., 1800 rev.
1 ½ hp. Wagner, variable speed, 1200 rev., slip ring, with C.H. regulator.
1 3 hp. Wagner, variable speed, slip ring, 900 rev., with C.H. regulator.

60 Cycle, 1 Phase.

4 ½ hp. Wagner 110/220 volt, 1800 rev.
2 1 hp. Wagner 110/220 volt, 1800 rev.
2 1 hp. St. Louis, 1800 rev., with starting switch.
2 ¼ hp. St. Louis 110 volt, 1800 rev.
1 1 hp. Wagner 110/220 volt.

60 Cycle, 3 Phase.

1 7½ hp. All. Chal., 1200 rev., 220 volt, base, starter N.V.
1 7½ hp. C.G.E., 1200 rev., 220 volt, base, starter N.V.
2 5 hp. C.G.E., 1800 rev., 550 volt.

25 Cycle, 3 Phase, 220 volts.

1 10 hp., 1500 rev., T.H.E., with starter N.V. and base.
1 15 hp., 750 rev., rewound, with starter N.V. and base.
1 25 hp. C.G.E., 750 rev., with starter N.V. and base.
1 3 hp. C.G.E., 1500 rev., rewound.
1 1 hp. C.G.E., 750 rev.
2 1 hp. Westinghouse, 1500 rev.
3 1 hp. T.H.E., 1500 rev.
1 2 hp. Westinghouse, 1500 rev.
1 10 hp. Wand W., 1500 rev., base and starter N.V.

25 Cycle, 3 Phase, 220 Volts.

1 10 hp. Lanch, 750 rev., base and starter N.V.

1 Phase, 25 Cycle.

1 2 hp. Peerless, 110/220 volt.
2 ¼ hp. St. Louis, 110 volt.
2 1/6 hp., 110 volt.

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GROUP INSURANCE
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Group Sickness and Accident Insurance is an outgrowth of Group Life Insurance, and is written on a separate contract.

The benefits being direct to employees, and during their life time, may make the protection more attractive to them than a Group Life Policy.

The contract covers employees against sickness of all kinds, and all non-occupational accidents, thus, in conjunction with the Workmen's Compensation Act, furnishing adequate protection, particularly if combined with a Group Life Insurance Policy.

The particular contract we recommend is one paying a weekly indemnity of 50% of individual employee's weekly wage, after a seven-day waiting period and for a maximum of 26 weeks.

The premium is based on the annual pay roll, and the low rate we can quote will surprise you.

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Paper Imports Prohibited

French Government Decree Prohibits Importation of Newsprint and Paper Pulp

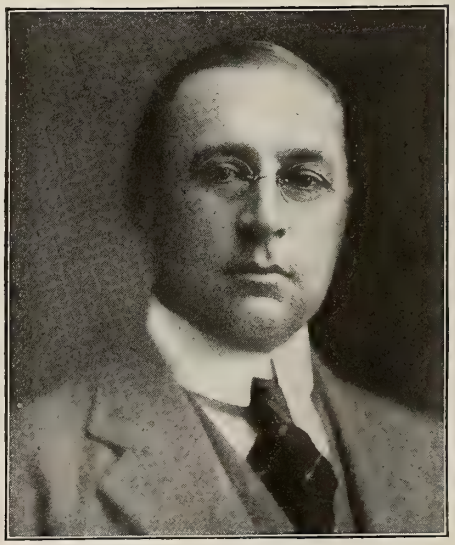
A cablegram to the Department of Commerce, Washington, from U.S. Commercial Attache Huntington, Paris, June 21, 1920, states that a French decree of June 16, 1920, published June 19, prohibits from the date of publication the importation into France and Algeria of all newsprint paper and wood pulp for the manufacture of newsprint paper, except under special license from the Minister of Finance. Goods en route to France or Algeria or declared at warehouses before the publication of the decree are not subject to prohibition.

A New Appointment

Mr. George E. Bunting Goes to Australia for Canadian Government Merchant Marine

Mr. George E. Bunting has been appointed Australasian manager of the Canadian Government Merchant Marine, Limited. Mr. Bunting began in the transportation business with the Grand Trunk when nineteen years of age. Later he was with the Lehigh Valley at Buffalo, and afterwards with the Canada Atlantic Railway at Ottawa. He became travelling freight agent for the Allan Steamship Company when the Canada Atlantic Railway was absorbed into the Grand Trunk System, and in 1913 was promoted to the General Agency of the Allan Steamship Co. in Chicago, where he remained until 1917.

When the "National" Merchant Marine was organized, Mr. Bunting was made General Agent for Ontario. Last December he was sent to Australia and New Zealand to organize agencies for the Canadian Government Merchant Marine, his appointment as Australasian Manager following his work in that connection.



George E. Bunting
Appointed Australasian Manager, Canadian Government Merchant Marine

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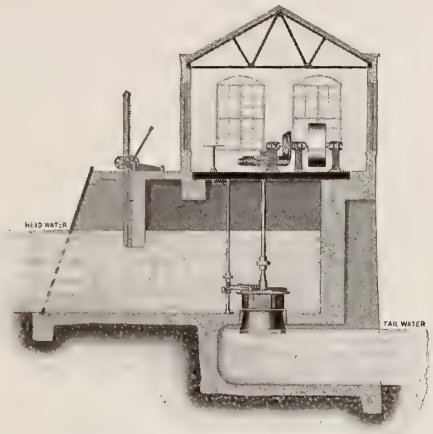
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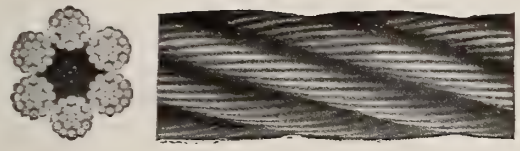
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CUT FASTER LAST LONGER

Than any other wheels on the market



OUR NEW MODERN PLANT

Tell us the service you want performed and we will supply you with an abrasive wheel that will save you time, money and worry.

Send for one of our catalogues and tell us your troubles. We do the rest.

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Our Vera Paper Size
is purest, strongest and highest free rosin size made

Our Vera Mill Size
is the best soluble paper makers' rosin size made.
Ready to use in cold or warm water.

Our Vera Beater Size
Made especially to dump direct from the barrels into the Beaters, without first diluting it.

Our sizings are cleaned by our new patented process and we guarantee this size to be absolutely clean, without the least speck of impurity in the same, preventing thereby black specks in the paper.

We are shipping our size in barrels or tank-cars

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VERA SOAP POWDER
for cleaning Felts, etc.
And VERA BOILER COMPOUND
Very effective and sold at a low price.

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Book Reviews

The Causes of High Prices

A comprehensive study of the causes of high prices. By Halbert P. Gillette. Chicago: Engineering and Contracting Publishing Co. 5 cents per copy. $5.00 per 100 copies.

This is an extremely interesting and thought-provoking booklet by the editor of *Engineering and Contracting*. It aims to answer twenty questions, which are troubling not a few business men at the present time, such as "When will prices begin to drop? How rapidly will they drop? How far will they drop? Is it wise to lay in a large stock of goods or supplies now? Is it wise to construct buildings now?"

Mr. Gillette has worked out a clever formula, which he substantiates by many pages of proof. His formula, in brief, is this: The wholesale index price for any given year varies directly with the total amount of currency in circulation and with the average number of times it is turned over annually, but it varies inversely with the total population and the per capita efficiency of production.

The conclusions arrived at are instructive and, based on the argument advanced, are evidently pretty sound. The index price for 1919 was 212. Mr. Gillette predicts that the limit of decline for several years will not exceed 20 per cent. 1921, he says, will have a price level of fully 175. Any commodities that can be bought at not much more than 75 per cent. above the pre-war level will be bought at a reasonably low price and this will hold true for many years to come. As for construction costs, Mr. Gillette deduces that it will be futile to postpone construction of any kind in the hope of lower costs.

The booklet is well worth a study by those who are interested in the probable trend of prices. Whether the formula given is infallible or not remains to be seen; it is at least plausible.

Labor Organization in Canada

Labor Organization in Canada. Ninth Annual Report. Ottawa: The Department of Labor.

The ninth annual report on labor organization in Canada, containing statistics, etc., for the calendar year 1919, has been issued by the Department of Labor. The report deals with the advent of the One Big Union, and also gives a review of the progress of the National Catholic Unions in the Province of Quebec. Notwithstanding these two forces, the international organizations have made a very substantial gain in their following, while the non-international bodies and independent units show losses. The figures given in the report show that trade union membership in the Dominion has reached the highest point recorded since the department commenced the publication of these annual reports in 1911, the total reported membership for all classes of labor bodies in Canada at the close of the year 1919 being 378,047. There are in all 2,847 local branch unions in the Dominion, of which 2,309 are affiliates of international organizations, comprising 260,247 members, an increase over 1918 of 412 branches and 58,815 members; 325 local branches, with 33,372 members, are connected with what are termed non-international bodies, these figures showing a loss of seven branches and of 4,556 members; 29 are independent units, a decrease of 16, and the reported membership was 1,249 less than that reported in 1918; the National Catholic Unions number 83, comprising a membership of 35,000; the One Big Union reported 101 units with a membership of 41,150. These figures show a gain of 573 in local branches of all classes of labor bodies

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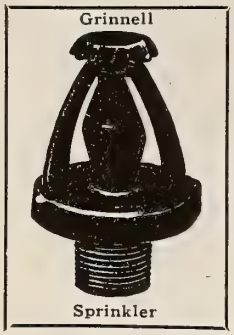
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operating in Canada, and the remarkable increase in membership of 129,160. The membership of all classes of organized labor in Canala, as reported to the department for the past nine years, has been as follows:

1911	133,132	1916	160,407
1912	160,120	1917	204,630
1913	175,799	1918	248,887
1914	166,163	1919	378,047
1915	143,343		

The report follows closely along the lines of earlier reports on labor organization in Canada, the various phases of the plan of organization which has been developed being given due considertion.

Chapters dealing with the advent of the One Big Union and the National Catholic Union movement in the Province of Quebec are discussed, as are also the activities of the Industrial Workers of the World, and other important incidents in labor matters which have occurred during the year 1919.

The report serves as a directory of trade unions for the Dominion for 1920, containing, as it does, particulars not only of every known local trade union in Canada (including branches of international, non-international, independent, National Catholic and One Big Union bodies), but also a list of all central organizing unions, together with the names and addresses of the chief executive officers.

More Fine Color Printing

In keeping with their intention to emphasize the possibilities of fine color printing, Rous & Mann, Limited, Toronto, sent out another folder, containing two striking examples adapted from the work of two Canadian artists. These are illustrative of the four-color process, which gives an astonishingly exact reproduction of the originals. One plate depicts "A Nova Scotian Fishing Village," by A. Y. Jackson, R.C.A., and the other a sketch by J. W. Beatty, R.C.A. Both lost of the atmosphere that each artist has created. As illustrations of what the printing art can accomplish, they are are fine pictures, and, in the reproduction, nothing has been most illuminating.

Dyehouse Ventilation

The Buffalo Forge Company and their Canadian subsidiary, the Canadian Blower & Forge Co., Limited, Kitchener, have issued Catalogue No. 721, which describes, with several illustrations, their dye house apparatus. These companies have made a special study of the problems presented by the incessant dripping of moisture from the roofs of dye houses, and in the booklet they give the result of their experiments. The photographs give telling evidence of their success. The booklet is worth the attention of all manufacturers who operate dye houses.

Engineering Standards

The Secretary of the Canadian Engineering Standards Association, Mr. R. J. Durley, announces that a stock of a number of the most important publications of the British Engineering Standards Association has now been received and is available for distribution. These are priced principally at 25 cents each and are procurable from Mr. Durley at Room 112, West Block, Ottawa. A list of the publications in stock will doubtless be supplied on request.



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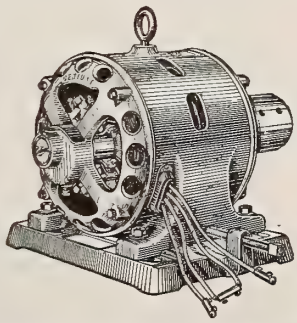
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New Excise Taxes

Tariff Department has Issued Revised Circular Bringing the Subject to Date

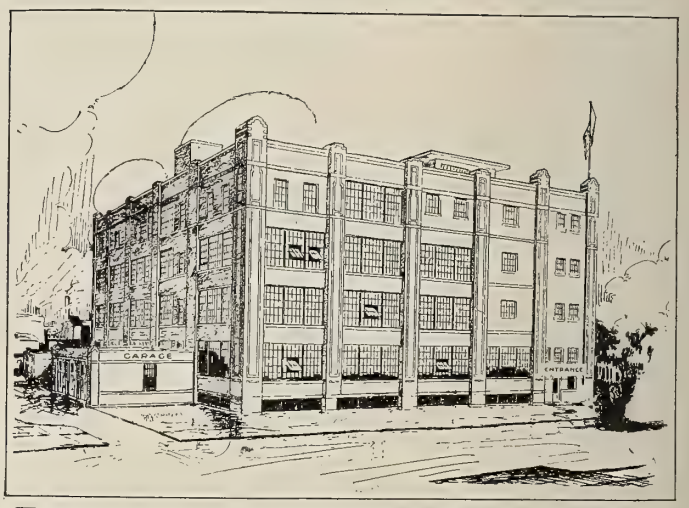
The Tariff Department of the Association has prepared a revised circular dealing with the new Excise Taxes. This circular, which cancels previous circulars issued by the Association, contains the complete text of the Bill, rulings received to date, and general information respecting regulations issued by the Department of Customs and Inland Revenue. This circular is dated July 10th, and a copy has been mailed to each member of the Association.

Any subsequent changes in the operation or application of these taxes will be reported from time to time in INDUSTRIAL CANADA.

New Biscuit Plant

North-West Biscuit Company, Limited, are Erecting a Four-oven Plant at Edmonton

A large new biscuit manufacturing factory is at present under erection by the North-West Biscuit Co., Limited, Edmonton. It is a building of reinforced steel and concrete construction, four storeys above the ground, 105 x 112 feet in size. The estimated cost of plant and equipment complete is $400,000, and the building will be ready for occupancy late this



The North-West Biscuit Co.'s building under erection at Edmonton

fall, or possibly the beginning of next year. It will be used exclusively for the manufacture of biscuit and will double the company's present output, the new plant having four ovens as against two in the old plant. It is believed to be the second largest exclusive biscuit factory in Canada. For the past three or four years the company have been unable to take care of their business in the territory west of Winnipeg, which accounts for putting in an entirely new plant at this time.

Service to Martinique

Canadian Government Merchant Marine Inaugurate Line to the Windward Islands

The Canadian Government Merchant Marine have been solicited to establish a service to Martinique and now announce their intention of initiating a tentative service from Montreal to this point: the S.S. *Canadian Banner*, or a substitute vessel sailing about the end of this month.

The possibility of this service ultimately being of a permanent nature, and regular sailings established, is dependent upon the tonnage offering.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, AUGUST, 1920 No. 4

Editorial Comment

Canada's Trade With Greece

IT is gratifying to observe the manner in which Canada's trade with Greece has been expanding. In 1914, the year before the war, the value of our exports to Greece was the paltry sum of $11,934. For the fiscal year ended March 31st last, the value of Canadian exports was $29,588,984. While Greco-Canadian trade has undoubtedly been assisted and stimulated by the extension of Canadian credits, it is significant that of the $29,588,984 of exports only $2,747,031 was paid for out of the credit from Canada to Greece.

Of our trade with Greece during the past fiscal year, the bulk of the business was done in foodstuffs. Over five and a half million bushels of wheat valued at slightly over fourteen million dollars were exported, together with 130,262 cwt. of fresh beef valued at $2,473,798 and 751,289 bbls. of flour worth $7,820,390. Among other large exports were 7,212,800 lbs. of sugar valued at $606,144; 642,054 lbs. of cheese, worth $191,695; 397,928 lbs. of sole leather valued at $259,645; boots and shoes worth $521,291; knitted woollen clothing worth $140,000 and other woollens worth $2,060,273. In short, there was a pretty wide variety of goods shipped, indicating that it seems reasonable to expect that a permanent export trade can be built up with Greece.

It may not be generally appreciated that the area of Greece has been largely extended by the terms of the Treaty of Peace with Turkey. Practically all of Turkey-in-Europe, with the exception of Constantinople and its environs, has been given to Greece and in addition she has been ceded the islands of Imbros, Lemnos, Tenedos, Samonthrace, Mitylene, Samos and Chinos, all islands whose people are largely Greek. She is also in control of an important area on the mainland of Asia Minor, including Smyrna, the chief port along the Asia Minor coast. All these territorial extensions increase the power and prestige of Greece and should make her a valuable customer for Canada.

Canadian credits to Greece have so far amounted to $25,000,000, made up of $20,000,000 for the purchase of manufactured products and materials required by the Government of Greece and $5,000,000 for the purchase. through the Greek Government, on behalf of citizens and residents of Greece, of goods produced in Canada. Against the former, only $7,537,737 has been applied, this consisting of purchases of military equipment and manufactured goods; against the latter, no purchases have yet been made. If the extension in our trade with Greece already indicated is a result of the credit established, there appears to be considerable ground for this supposition, then it would appear as if ample justification had been furnished for the credit advanced in the case of this particular country.

A Treatise on Japanese Trade.

WE commence the publication in this issue of the very exhaustive address on Canadian-Japanese trade which was delivered by the Canadian Trade Commissioner to Japan, Mr. A. E. Bryan, at the annual general meeting of the Association at Vancouver. Mr. Bryan made the long journey from Japan to Canada for the express purpose of bringing before the manufacturers of the Dominion the desirability of doing all in their power to develop trade between the two countries. He went into the subject very fully, speaking from that store of information which he had collected after a thorough study of the situation, and it is only fitting that the results of his investigations should be given to the members of the Association in full in these columns.

Mr. Bryan dealt with his theme in a systematic and business-like way, first laying the foundation for a more detailed survey of the field by outlining the general situation of Japanese trade, with references to the extent of that trade, the financial position of the country and its resources. He then proceeded to give details of the trade of the country in various commodities, showing just where Canadian manufacturers could take advantage of

the Japanese market's demand for manufactured products. His address was rounded out with a lot of excellent advice as to how business should be transacted in order to secure the best results.

As was pointed out in our convention issue, the subject of export trade was very much to the fore at this year's annual meeting, and quite deservedly so. The manufacturers and business men of British Columbia are keenly alive to the desirability of getting a share for Canada of the immense trade that is bound to develop in the next few years in the Orient, and they saw to it that their views in this regard were impressed on eastern delegates. This larger outlook is to be commended and it is to be hoped that the efforts of Mr. Bryan and others to arouse interest in export trade will meet with a worth-while response.

Canadian or New York Funds?

IT is apparently a moot subject whether Canadian exporters should or should not make quotations on the basis of "payment in Canadian funds." For various reasons it would appear desirable that the policy of quoting in Canadian funds should be followed, but there are arguments advanced against this course. For example, it is contended that in stipulating payment in New York funds, Canadian manufacturers are able to quote on the lowest possible level, thereby attracting business. Further, it is claimed that there is greater stability in the New York quotation.

Mr. D. H. Ross, Canadian Trade Commissioner to Australia, in discussing the question brings forward some interesting considerations. He says, for instance, that in Australia, a quotation in New York funds undoubtedly conveys the impression that the industry so quoting is dominated or controlled by United States capital or else that the industry is enjoying some advantage not apparent to the buyers. "In seeking for a more extensive market in Australia it is eminently desirable that any suspicion of the idea of taking (what may be construed as) an unfair trading advantage should be removed. The sentiment of 'trading within the Empire' was never stronger in Australia than at the present time, and Canadian exporters should not discount this pronounced desire by raising such obstacles (and impressions) as quoting for payment for their goods in other than Canadian funds."

On the question of the impression given by the lower rate on New York funds, Mr. Ross says that this carries no weight, for the Australian importer is daily *au fait* with the disparity between Montreal and New York conversion rates and can readily compute his f.o.b. or landed costs accordingly. "Before placing an order it is only natural that Australian buyers will compute how much merchandise their pound sterling will secure for them from Canada, the United States, or whatever country they may receive their quotations from. The rate of exchange or conversion,—the same as marine freight, insurance, etc.,—is one of their items of cost, and they will place their order in the country where they can secure the largest quantity of goods, of the quality they desire, for the least amount of their own money."

Impartiality of Judicial Bodies.

A REASONABLE attitude has been taken by the Association in its representations to the Ontario Government with regard to filling the present vacancy on the provincial Workmen's Compensation Board. It is contended that in order to ensure the successful working of the Compensation Act, it is essential that the Board should enjoy, in the highest degree, the full confidence of all parties and particularly of both the employer and the employee. The Board is not a commission of arbitration; its work, in at least one of its most important phases, is purely judicial and it may very well be regarded as a judicial body. This being the case, members of the Board should be neutral and unbiassed and not subject in any way to class interest. The Association appeals to the Government to maintain its policy of keeping patronage out of public appointments and to secure for the Workmen's Compensation Board the services of an impartial commissioner.

Since the coming into force of the Workmen's Compensation Act, in 1914, the manufacturers of the province have co-operated loyally in endeavoring to make it work successfully but, from the outset, they never contemplated the possibility of the Board being anything but in the strictest sense a judicial body. To change the character of the Board, by appointing the nominee or the representative of a class directly interested in the operation of the Act, particularly at a time when the burden on employers has been substantially increased, is a course which might endanger the continued successful operation of the Act.

A Determining Factor in Wage Increases.

THAT the cost of living shall no longer be the determining factor in decisions regarding wage increases is the view now being taken by the British Industrial Court. Hitherto the awards of the Committee on Production in Great Britain, and, following them, the awards of the Interim Court of Arbitration, have provided for wage increases intended to be commensurate with cost of living increases. Also there was a common provision for a rehearing every four months in order that if the cost of living were further increased there might be consideration of an equivalent increase in wages.

A recent decision of the British Industrial Court, however, has been on a different basis. The court takes the position that no increase in the scale of wages is

necessarily due on account of increase in the cost of living, but that in place of it the value of the work done must be the determining factor. To quote the specific words of the court in this decision, "The remuneration of the various classes of workpeople should, in ordinary circumstances, depend on the value of the work done, and the value of the work done depends upon the state of the market and the demand for the products of the workshop." The court held this opinion in the case of a demand for an increase in wages on the part of the engineering and foundry trades, and also in a case dealing with the ship-building and ship-repairing trades.

Referring to a bulletin on this subject issued by the Manufacturers' Association of Connecticut, the New York *Journal of Commerce* says: "This is an illustration of a governmental institution acting in the same manner as the Merchants' Association of New York during the harbor tie-up in the attempt to bring the relations of labor, capital and the public back to a position of sound economic stability and fair dealing as between all the interests involved. Courage like this is the one thing needed above all others, of course, always provided the course decided upon be based upon truth and justice to all. Also, the British Ministry of Labor has commented upon this decision with open and frank approval, saying that 'it has long been seen that the effect of an increase in wages to meet the increased cost of living is still further to increase the cost of living, and it will be appreciated that if the lead of the Industrial Court is followed, the "vicious circle" may be broken' The American people are face to face with the climax of such a policy of what may better be called a vicious spiral. The policy cannot continue forever, and the only thing that can stop it is increased production. To increase production there must be increased efficiency upon the part of labor. Of course, lessening of consumption will bring prices down, but by a process of industrial stagnation and decay that will spell the ruin known as 'hard times,' unemployment and financial panic."

Saskatchewan's Industrial Future.

IT is gratifying to observe that the government of the great grain-growing province of Saskatchewan is taking steps to secure the development of the natural resources of the province. In a recent address before the Saskatoon Board of Trade, Hon. C. A. Dunning, one of the foremost members of the Martin administration, gave an interesting outline of the programme that has been mapped out by the new Bureau of Industries and Labor in the interests of industrial development. There is to be a survey made of the resources of the province, with a view to ascertaining both their extent and the possibility of their use in manufacturing. This applies to clay deposits, timber, coal, oil and gas in particular, while attention will also be given to water powers and the beet sugar industry.

In taking this step, the example of Alberta is being followed to a certain extent; but there is no doubt that Saskatchewan will enter upon the undertaking with that zeal and originality which has characterized its policy in many other directions. While up to the present time, grain-growing has been the paramount industry of the province, provincial pride will sooner or later see to it that the other resources of the great prairie country will be made use of, to the advantage of the people. When this day dawns, it is not too much to expect that a greater degree of sympathy with the problems of manufacturing industry in other parts of Canada will develop among the grain growers of the West, while there will be more appreciation of the desire of many Canadians to see the fullest possible development of the natural resources of the country.

A Return to the Open Shop.

IN a recent editorial the Toronto *Mail and Empire* asks the question whether the reaction from the excessive demands of labor unionism is to be the open shop again. After referring to the situation in Great Britain, where for decades industrial interests have regularly negotiated with the unions, and where to-day, owing to unconscionable demands, employers are beginning to wonder whether the open shop may not be a way out of their difficulties, the editorial proceeds:

"In the United States the triumph of the United States Steel Corporation, and later the railroads, has had marked effect. The strikes on these have been failures. On the railways new men have been gradually broken in to take the place of switchmen and other "outlaw" strikers. There is a general disposition now to fight strikes and not to yield to further threats. The labor situation has taken an easier turn. But the growth of Los Angeles is perhaps the most notable triumph of an anti-union policy. Los Angeles, which used to be far down in the list of cities, has passed San Francisco, Buffalo, Milwaukee, New Orleans and Cincinnati. Perhaps the movies are partly responsible, but the main fact is that Los Angeles has been the open-shop city of the United States. Labor is not less well paid, and not less prosperous. But unions are not recognized. No walking delegates have jobs there. While building in San Francisco is at a stop, it is flourishing in Los Angeles. Bank deposits are more numerous, are larger, and progress is everywhere more marked—because there is no union stifling.

"While manufacturers and other dealers could pass on increasing costs to the general public, they were more or less indifferent toward keeping down costs. The demand was so abnormal that to get output fancy prices were paid for common labor. All over the world the reaction in consuming capacity is noticed, and trade is more or less cautious in most lines. The period of a 'buyer's market' is fast approaching. This makes for economy and a fight for efficiency, and where in the past few years Labor Unionism has gone to excess business is likely to be compelled to get to a more normal basis of operation."

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Executive Committee Meets

The first meeting of the newly-elected Executive Committee for 1920-21 was held at the head office on Wednesday, July 14. The president, Mr. J. S. McKinnon, and the second vice-president, Mr. J. R. Shaw, were both present. A good deal of important business was transacted, including the authorization of the formation of a hat manufacturers' section. The following applications for membership were accepted:

ALBERTA.

Calgary	Simmons, Limited, E. C. Bromley	Additional Representative.
Medicine Hat	Canadian Western Steel Corp., Ltd., D. J. Kennedy	Bars, Angles, etc.
Medicine Hat	Saskatchewan Bridge & Iron Co., Ltd., E. G. S. Bennett	Pole Line Hardware.

ONTARIO.

Brantford	H. K. Ferguson Co., John F. Lutkenhouse	Factory Builders.
Delhi	Robert Quance Co., Ltd., Robert Quance	Lumber, Lath.
Fort William	Canadian Feed Manufacturing Co., Ltd. H. J. Sterling	Stock Food.
Guelph	Fred Grills Hat Co., Ltd., F. R. Ramsey	Hats
Hamilton	W. D. Shambrook & Co., W. D. Shambrook	Aluminum Ware.
Hamilton	Steel Co. of Canada, John C. Callaghan	Additional Representative.
Leamington	H. J. Heinz Company, D. T. Zahniser	Additional Representative.
London	O-Pee-Chee Gum Company, J. K. McDermid	Chewing Gum.
Oshawa	McLaughlin Motor Car Co., Alex. W. Bell	Additional Representative.
Toronto	Algoma Steel Company, R. E. Nicholson	Additional Representative.
Toronto	Dalton Mfg. Co., Ltd., F. Dalton	Dresses, etc.
Toronto	Gutta Percha & Rubber, Ltd., Jas. S. McMurray	Additional Representative.
Toronto	The International Nickel Co. of Canada, Ltd., C. E. Macdonald	Additional Representative.
Toronto	The Louis McLain Co., Ltd., Louis McLain	Aluminum Ware.
Toronto	Purdy Phonograph Co., R. J. Purdy	Phonographs.
Toronto	Sanderson, Pearcy & Co., Ltd., J. D. Craig	Paint.
Woodstock	The Kennedy Car Liner & Bag Co., Ltd., B. C. Nelson	Car Liners.

MANITOBA.

Winnipeg	The L'Air Liquide Society, G. A. Brown	Additional Representative.

QUEBEC.

Montreal	Canadian Tube & Iron Co., Ltd., W. L. Davies	Additional Representative.
Montreal	Simmons, Limited, A. W. Johnson	Additional Representative.
Montreal	Simmons, Limited, R. Bradshaw	Additional Representative.
Montreal	Simmons, Limited, J. W. Abbott	Additional Representative.

BRITISH COLUMBIA.

New Westminster	Heaps Engineering Co., Ltd., John Heaps	Machinery, etc.
Vancouver	Henry Birks & Sons, Ltd., W. M. Carson	Jewellery, etc.
Vancouver	Wm. Braid & Company, George L. Beveridge	Teas and Coffees.
Vancouver	Canadian Foundries & Forgings, Ltd., George Mather	Additional Representative.
Vancouver	Canadian General Electric Co., Ltd., Henry Pim	Additional Representative.
Vancouver	Canadian Ingersoll-Rand Co., Charles Sangster	Additional Representative.
Vancouver	Cluett, Peabody & Co., Lorne Nash	Shirts, etc.
Vancouver	J. W. Gehrke Co., Ltd., J. W. Gehrke	Stationery.
Vancouver	John K. Miller Co., Ltd., W. R. Nelson	Sheet Metal Work.
Vancouver	Morrison Steel & Wire Co., Ltd., H. H. McDougall	Wire Products.
Vancouver	Simonds Canada Saw Co., Ltd., Geo. C. Luders	Additional Representative.
Vancouver	Steel Co. of Canada, Ltd., D. B. McCoy	Steel Products.
Vancouver	J. S. Tait, J. S. Tait	Cast Iron Pipe.
Victoria	Baker Brick & Tile Co., C. T. De Long	Brick, Tile.
Victoria	Canadian Lignaite Co., Ltd., John Howshall	Fertilizers.
Victoria	Gabriola Shale Products, Ltd., D. W. Campbell	Brick, Tile.
Victoria	Sidney Island Brick & Tile Co., Ltd., J. L. Skene	Brick, Tile.
Victoria	Silver Foam Soap Mfg. Co. Ltd., J. O. Mann	Soap, etc.
Victoria	Victoria Brick Co., Ltd., W. A. Luney	Brick, Tile.

Total, 44 applications.

Quebec Division and Montreal Branch

By R. W. GOULD

Secretary, Quebec Division, C.M.A.

The past month has been one of comparative quiet in the Quebec Division of the Association, a sort of reaction after the strenuous days of June.

The Montreal Branch Executive met on July 7th, the first meeting of the new executive with the recently appointed chairman, Mr. F. W. Stewart, presiding. There was a splendid attendance.

The question of the appointment of an Industrial Development Committee for the Montreal Branch was discussed, the functions of this committee to be the compilation of information calculated to assist manufacturers from other countries who desire to locate subsidiary plants in the Province of Quebec. A provincial committee with similar duties has already been appointed. The Montreal executive decided to name Messrs. F. W. Stewart, B. W. Coghlin and Lt.-Col. W. J. Sadler as a provisional committee for the purpose of enquiring into this subject and fixing upon ways and means of conducting the work of such a committee so that it would be most effective. This provisional committee has arranged to meet on August 10th next when the first work in this connection will be carried out.

At the last executive meeting it was decided to adjourn the monthly sessions for the months of July and August, but owing to the fact that several urgent matters have come up for consideration during the past fortnight Chairman Stewart has called a special meeting of the executive committee to be held on August 11th next, when matters demanding attention will be handled.

Standing committees for the ensuing year were elected at the last meeting of the Montreal executive as follows:

Reception and Membership—
B. W. Coghlin (Chairman).
A. H. Brittain.
W. H. Miner.
Paul E. Joubert.
F. R. Whittall.
(F. W. Stewart).

Municipal Affairs—
Art. Harries (Chairman).
E. C. Budge.
Jos. Daoust.
(F. W. Stewart).

Legislation—
Julien C. Smith (Chairman).
Wm. Rutherford.
F. G. Daniels.
(F. W. Stewart).

Finance—
F. W. Stewart (Chairman).
W. H. Miner.
I. Greenberg.

Industrial Relations—
John Lowe (Chairman).
Paul E. Joubert.
Geo. A. Slater.
Jas. L. Waldie.
J. A. Richard.
(F. W. Stewart).

Commercial Intelligence—
A. H. Brittain (Chairman).
Jos. Daoust.
A. S. A. Faile.
(F. W. Stewart).

Ex-Officio—
Sir Chas. B. Gordon.
T. P. Howard.
Col. W. J. Sadler.

The executive in reply to a letter sent out by the principal of the Montreal Technical School decided to do whatever lay in their power to assist graduates of that institution to secure positions in the manufacturing plants of this city.

In connection with the new budget taxes it was decided that Chairman F. W. Stewart, F. H. Hopkins and W. R. Granger be named a committee with power to add to its numbers to make a study of the new taxation regulations during the summer with a view of submitting a memorandum to the Dominion Executive Council of the Association this fall, embodying suggestions, that, if the latter body deemed fit, might be passed on to the Federal authorities, suggesting ways and means by which the present taxation system might be improved. The question of the establishment of a branch of the Association at Lachine was discussed, but was laid over for a future meeting. Lt.-Col. W. J. Sadler, chairman of the special committee handling the Emergency Fund for the Association in this Province, submitted a report upon the progress which had already been made in this work.

The applications of the following new members were passed upon: Colgate & Company, L. B. Holliday & Company, Limited, and the Sanatogen Company of Canada, Limited, all of Montreal.

W. A. Desbarats, former chairman of the Graphic Arts Section here, has returned to Montreal after an extensive trip to the United Kingdom and on the Continent.

The Graphic Arts Section is preparing for a survey of the printing trades of the city to be made about the first of October. The printing trade in this section is experiencing the usual "dog days" slump in business, but reports indicate that so far 1920 business is very much in excess of that of last year during the corresponding period.

On July 10th the members of the executive of the Montreal Branch had the pleasure of entertaining the executive members of the National Association of Manufacturers of the United States. Arrangements were made with the Montreal Harbor Commission so that in the morning the distinguished guests were taken for a trip around the harbor front. They expressed themselves as being deeply impressed with the activities which they saw and stated that the busy hum of industry at both Toronto and Montreal had amazed them. A luncheon was held in the Oak Room of the Windsor Hotel, after which the guests were taken on an auto tour of the city. The luncheon was presided over by Chairman F. W. Stewart, who expressed the pleasure with which the members of the local executive greeted their kinsmen in business from across the border. Stephen C. Mason, president of the United States Association, replied, expressing the appreciation of the welcome that had been extended to them by the Canadian Manufacturers Association since their arrival in Canada. Joseph Beaubien spoke on behalf of the French manufacturing interests of Canada. The visitors left for their respective homes that night.

Ontario Division

Meaford Council and Board of Trade Meet

A large and representative meeting of manufacturers, merchants and farmers under the joint auspices of the Meaford Town Council and Board of Trade was held in the Armouries, Meaford, on Friday, July 23rd. The chair was occupied by Mr. T. W. Moore, President of the Board of Trade, and amongst those present were: the Honorable F. C. Biggs, Minister of Highways; the Honorable D. Carmichael; Mayor S. A. Gray, Meaford, and H. Macdonald, Secretary, Ontario Division, C. M. A. The directors of the different factories in town were also among the invited guests. The banquet was largely attended by business men and citizens of the town generally. Mr. Biggs, who was on an inspection trip of the roads in this section of the Province, speaking on the Hydro Power situation, said he was in favor of Hydro

Mr. Macdonald, after intimating an apology from Mr. J. S. McKinnon, President, C. M. A., referred to the progress of Canadian industry. In 1917, 6,500 manufacturers were listed in the "Canadian Trade Index," who were making 6,251 different commodities. In the 1920 issue of the Index, the number of manufacturers had increased to 8,500, and the number of commodities to 8,445, showing that about 2,200 new articles were introduced into the list of Canadian manufactures in the past three years.

In 1900, we had 14,650 manufacturing establishments, which had increased in 1917 to 34,392. The capital invested in these industries in 1900 was nearly $447,000,000, which had increased in 1917 to $2,787,000,000, while the value of products, which in 1900 was given at $481,000,000, had increased to $3,016,000,000 in 1917.

From the agricultural standpoint, it was interesting to note that of the estimated area fit for cultivation in Canada of 440,000,000 acres, only 43,000,000 acres are being so far cultivated. There were 730,000 farms under cultivation in Canada. Mr. Macdonald referred to the recent convention of the Canadian Manufacturers' Association held in Winnipeg and stated that there was every promise of a record crop; and that industrial relations were exceedingly satisfactory.

The total trade of Canada in 1918 amounted to nearly $2,549,000,000 and last year totalled $2,352,000,000, so that generally our trade figures for the past year could be viewed with considerable satisfaction.

Referring to the growth of the C. M. A. as representative of Canadian industry, he stated that in 1900, the membership totalled only 300, no memberships being held west of the Great Lakes. At the present time, the Association had in its membership 4,100; had five Divisions and active Committees, which were fully equipped to co-operate to serve the interests of Canadian industry and to aid in the development of our home market and the extension of foreign trade. Other speakers were: Mr. Frank Kent, of Seaman, Kent Co., Limited, and Mr. O. A. Keffer, of the Meaford Manufacturing Co., Limited.

Toronto Branch

Scholarships Scheme for 1920

The Educational Committee of Toronto Branch has directed that application be made to members of the Branch for fifty-five scholarships of the value of $25 each, to be awarded in connection with the regular day courses in the Central Technical School for the present year. The success of the scholarships scheme has been very marked. The support and good will evidenced by the interest and generosity of Toronto manufacturers has brought much encouragement to those who are responsible for the conduct of technical education in Toronto.



A Fraternal Gathering of Manufacturers

Visiting members of the Board of Directors of the National Association of Manufacturers and their Toronto hosts photographed on the steps of the Harbor Commissioners' Building in Toronto on July 9

In his report of last year's results, Dr. McKay states that from both regular and special day classes in the Central Technical School, there is a constant stream of young people entering industrial life with an ever-increasing equipment of mental culture and practical efficiency. The scholarships given by the manufacturers are a strong factor in helping the School to hold students until they have secured an adequate preparation for life. As far as possible, the special classes are industrial, that is, are designed to give definite instruction in the closely related industries.

After the experience of four years, the Educational Committee of Toronto Branch cordially recommends the scheme to the manufacturers. It is obvious that the efficiency acquired by three years' industrial course at the Technical School makes students thus equipped desirable candidates for vacancies in our industrial corporations. The names of this year's donors of scholarships will be published in INDUSTRIAL CANADA as formerly.

United States Manufacturers Visit Canada

A pleasant international event took place last month, when, on the invitation of the Executive Committee of the Canadian Manufacturers Association, the directors of the National Association of Manufacturers of the United States, who had been holding their annual meeting in Buffalo on July 7 crossed into Canada and visited Hamilton, Toronto and Montreal on July 8, 9 and 10. Preliminary arrangements for the visit were completed at a meeting in Niagara Falls, Ontario, on June 23, attended by Mr. Boudinot, secretary of the National Association and Messrs. Walsh and Stirrett of the C. M. A.

The party of visitors included the president of the National Association, Stephen C. Mason, the McConway & Torley Co., Pittsburg, Pa.; the treasurer, Henry Abbott, Calculagraph Co., New York, N.Y., and the following members: Joseph Bancroft, Joseph Bancroft & Sons Co., Wilmington, Del.; J. H. Franz, American Rolling Mill Co., Columbus, Ohio; John Kirby, Jr., The Dayton Mfg. Co., Dayton, Ohio; E. B. Leigh, Chicago Railway Equipment Co., Chicago, Ill.; W. K. Leonard, Piqua Hosiery Co., Piqua, Ohio; A. J. Lindemann, A. J. Lindemann & Hoverson Co., Milwaukee, Wis.; Geo. L. Markland, Jr., Philadelphia Gear Works, Philadelphia, Pa.; Constant Meese, Meese & Gottfried Co., San Francisco, Cal.; Enos Paulin, Ferracute Machine Co., Bridgeton, N.J.; Charles L. Taylor, The Taylor & Fenn Co., Hartford, Conn.; Wm. P. White, Lowell Paper Tube Corporation, Lowell, Mass. The party also included the general manager and assistant treasurer, J. P. Bird, General Offices, New York, N.Y.; the secretary, George S. Boudinot, General Offices, New York, N.Y., and the general counsel, James A. Emery, Union Trust Bldg., Washington, D.C.

On the evening of July 7, the National Association entertained a number of members of the C. M. A. at dinner at the Clifton House, Niagara Falls, Ont. July 8 was spent in Hamilton, where the visitors were entertained by the Executive Committee of the Hamilton Branch; in the forenoon several industries were visited and after that a luncheon was tendered. July 9 was spent in Toronto. The Harbor Commissioners provided a yacht for a tour about the harbor and entertained the visitors and local members at a luncheon at the Sunnyside Pavilion. Later the Toronto Branch Executive entertained the visitors at dinner at the Scarboro Golf Club. The president of the C. M. A., Mr. J. S. McKinnon, presided and welcomed the guests. Speeches in reply were delivered by President Mason and the general counsel, James A. Emery.

On his return to New York, George S. Boudinot, secretary of the National Association, sent the following letter of appreciation to the C. M. A.: "We are back on the job; tired, but with most pleasant recollections of the splendid trip last week. No use for us to try to express our appreciation in mere words. In the vernacular of the States, "you did yourselves proud." Our only regret is that we did not have an opportunity to see more of your wonderful country and meet more of your good people. However, maybe the future has something of that sort in store for us."

Canadian-Japanese Trade Conditions*

General Resume of the Present Trade of Japan—Why Japan is a Country With Which we Should Trade—Present Extent of Canadian Exports to Japan—How to Increase Our Exports

By A. E. BRYAN

Canadian Trade Commissioner to Japan

THE total trade of Japan during the year 1919 amounted to 4,272,332,497 yen. Imports came to 2,173,459,880 yen; while exports from Japan were 2,098,892,617 yen. There was therefore an unfavorable balance of trade to the extent of 74,587,263 yen. This was in contrast to the previous year 1918, when there was an excess of exports over imports of 293,956,835 yen, and also to the year 1917, when exports were more than 567,193,941 yen over imports into Japan.

There were also favorable balances in 1916 and 1915, so that, taking the total returns from 1915 to 1918, we find that Japan shipped goods out of the country in value 1,408,058,043 yen more than she imported. This is the cause for all the prosperity which our Eastern Ally has enjoyed since the outbreak of war. For five years prior to 1915, Japan had always had an unfavorable trade balance. In fact, if we go back to the year 1868, ten years after Japan was first opened to foreign trade, we find that in *thirty-one years out of forty-seven* Japan suffered an unfavorable balance of trade. What was the result of this sudden prosperity? The country became flooded with surplus money—the people had more of it than ever before. In fact, Japan experienced the same economic changes that took place here in Canada, only to a more marked degree. Huge sums of money were put into industrial pursuits. New factories sprung up like mushrooms overnight. Plants were built to turn our articles which never before had been made in the country. Orders for goods came flowing in from all over the world. The banks of Japan, as well as officialdom, stood right behind this enterprise and encouraged industry right up to the hilt. At the same time Japanese steamship companies enlarged to take care of the growing business. The tonnage of Japan increased from 1,577,025 tons at the end of 1914 to 2,533,361 tons (end of March, 1920).



A. E. Bryan

Canadian Government Trade Commissioner, Yokohama, Japan

I only mention these facts to show why the imports into Japan increased from 596,735,725 yen in 1914 to 2,173,459,880 yen last year, an increase of some 264%. With this prosperity they required more materials of all kinds. They needed iron and steel, machinery, lumber, and structural materials. At the same time the individual Japanese with his accrued profits wished to buy things he had never been able to purchase before. He wanted his private car, his modern besso (or country house), his expensive clothes, in fact everything possible to make himself comfortable. When a Japanese has money he certainly is not afraid to spend it. He is no cheap sport. He will always buy the very best of everything, and in this he feels that he must have imported goods. For instance, I know for a fact that a Canadian piano selling at around 1600 yen in Japan has been purchased by wealthy Japanese gentlemen who really had no use for it as a musical instrument as no one in the family could play. But the piano is considered an elaborate piece of furniture which looks very nice in the well-to-do Japanese house. It makes a favorable impression on his friends when they come to visit him. So, when making such a purchase, he will generally buy the most expensive. If there were two pianos, one Japanese and the other Canadian, and both equal in quality, although the foreign one cost twice as much he would have the imported. In other words there is a market for certain high-class goods in Japan.

Effect of Armistice

The war finished a great deal sooner than the business interests of Japan had calculated, with the result that it found them with large quantities of material on order in the United States and elsewhere. These goods had been contracted for at very high prices and many of them were held up by Government embargoes. When the armistice was signed and embargoes lifted, this material began to flow into Japan on every boat. At first there was a depression just after the armistice and particularly so when firms in America, Africa, India, and even Canada, I was told, began to cancel orders already placed for goods in Japan. However, this dullness proved to be only temporary, the incoming materials were gradually consumed, prices of silk, cotton, rice and other foodstuffs, continued in their upward trend, and in short, business became as brisk as before. Buyers continued to place orders for all kinds of equipment and supplies, so that the import business last year was more by over 505,316,047 yen than it was in 1918. Although exports also increased by 136,771,949 yen, yet the increased imports were so great that they overcame any lead in exports and resulted in the first unfavorable balance of trade experienced in the past six years.

* An address delivered at the annual meeting of the Canadian Manufacturers' Association, Vancouver, June 9, 1920.

Why Japan is a Country with which we should Trade

Standing off in the East, in the same geographical position to Asia as England bears with Europe, we find our little ally, our next-door neighbor, Japan.

The country is 4,283 miles from the city of Vancouver and only takes nine days sailing on our fine C. P. R. boats, vessels which set such a pace for all-around service to the travelling public that no other steamship lines can be compared to them. Indeed it is a thing to be proud of, when one sees these Canadian vessels sail into Yokohama. Everybody knows them, everybody likes them, and every person wants to travel on them. If it is correct that "Trade follows the flag," surely the C. P. R. is our greatest trade missionary and exploiter, and no doubt through the great advertisement that Canada receives through these vessels, is due much of the business that we are receiving from Japan and the Orient to-day.

We are closer to Yokohama by 253 miles than is San Francisco. We are a few hours sailing nearer to Japan than is any other American seaport, while if a line is ever established between Prince Rupert and Japan (and in my opinion there should be), we will find ourselves only 3,815 miles from Yokohama, from which port vessels like the big Empresses could make the trip in less than eight days.

Japan is a country, the total area of which is 176,000 square miles. This includes Korea, Formosa, Karafuto and Hokkaido (Japan proper is 148,700 square miles), which is not quite half the size of this province of British Columbia. But if we take the whole of Canada, we could put eighteen Japans within our borders, and we would still have plenty of room for the British Isles, France, and yes, Germany.

The population of Japan proper is 57,070,936, but, with Korea, Formosa and Karafuto added, amounts to 78,861,856. Thus we see that although Canada is twenty-one times as large as Japan in area, our population is only about one-tenth the size of our neighbor's.

Let us remember then that there are over seventy-eight million people in Japan who must be supplied with goods. Surely such a number must have a large consumption value which we should endeavor to make the most of.

Value of Japan's Business

In order to ascertain the purchasing power of, say, these 60,000,000 people in Japan proper, let us refer to her total imports in 1914 and 1918.

Imports in 1914 ..... 729,431,644 Yen.
Imports in 1918 ..... 1,668,143,833 Yen.

Thus we see that the buying power of Japan for imported goods has increased over 128% since 1914, and last year amounted approximately to $834,071,916 gold.

Is it not worth our while to try and get some of this business from our next-door neighbor. We supply other neighbors, both to the south and across the Atlantic, and why should we not sell to Japan? We ship across and around other countries in order to sell to people who are not our neighbors, who are much farther away from us than Japan, but how about this ally of ours—Japan—just straight across the sea here? We will see later on what our endeavors in this direction amount to.

Financial Position of Japan

Japan never was in a stronger position financially than she is to-day. Let us examine her:

1. *Bank Deposits.*—At the end of 1918 bank deposits of associated banks in Tokyo and five other leading cities aggregated 3,930,000,000 yen, as compared with 880,000,000 yen in 1913. That is, during the war the deposits increased five-fold.

2. *Post Office Deposits.*—At the end of 1913 post office savings accounts totalled 195,000,000 yen. At the end of 1918 they amounted to 562,000,000 yen, nearly three times the amount.

3. *Clearing House Returns.*—In 1913 the total amount cleared through the bank clearing houses was 10,400,000,000 yen. In 1918 they were five times as much, amounting to 53,410,000,000 yen.

4. *Foreign Investments.*—During the war, Japan loaned to her allies 735,000,000 yen.

5. *National Debt.*—While all the other allies greatly increased their national debt, Japan has only increased hers by 8.2 per cent. compared with 1914.

Such is the proud record of Japan financially, and I am sure you will agree with me that, compared with the rest of the world, her position is "A1 at Lloyds."

Has Been Paying Cash

During the last three years Japanese buyers have been supplying irrevocable letters of credit for all goods purchased. She had the money, and was not afraid to spend it; and although she asked for no long credits, very few Canadian firms were on the job with their goods.

On the other hand, you Canadian manufacturers were falling all over yourselves trying to sell to European countries on long credits, on Government advances—because they had no money, they could not pay cash. Of course I appreciate the fact that you were all trying to rehabilitate Europe, but, nevertheless, this is the picture as it actually was. You were trying to sell to European countries which had no money, but did not bother about our wealthy next-door neighbor here—Japan.

Japan's Position as Regards Supplies

Another reason why we should introduce our wares into Japan, is that Japan is in need of many of these same natural products and manufactured goods which you are shipping or are endeavoring to consign to other parts of the world.

Such goods as iron and steel, and manufactures of steel, lumber, asbestos, nickel, lead and zinc, woodworking, and all kinds of iron working machinery, some kinds of paper, sulphite pulp, and food products, many of the absolute necessities which are indispensable to Japan—such things are natural to Canada, are manufactured here in large quantities—why not send a certain percentage of your output to Japan? She is eager to buy from you, but how many of you have been yourselves, or have sent an A-1 salesman to Japan to show them your goods? Do you expect that Japan is going to send buyers over to Canada to see what we make here, when other countries have their salesmen and showrooms located there in Japan, who are studying the market, and who are doing everything possible to supply these peeople with what they want? No! If Canada is to get business, she must go after it. You send your travellers around periodically to see your customers here in Canada, and to seek out new clients—are you doing the same thing in foreign countries? This brings me to my next point.

Let us dissect the imports and ascertain just how much and what Canada supplied to Japan. Of course we must remember that most of the enquiries for supplies sent to this country from Japan never resulted in business. Canadian firms either could not make delivery or preferred to sell to other countries rather than to Japan. In considering these imports, it may be well first to say that I have had recourse to both Japanese and in a few cases Canadian official returns, because there are some items which are of interest to



Canada in Japan

Exterior of the Canadian Trade Commissioner's office in Yokohama



Canada in Japan

Library and reference room in the Trade Commissioner's office

us, but which the Japanese statistics do not record yet separately. Another thing which I might point out and which works great havoc to some of our returns, is the fact that Japanese import figures are not in every case credited to the country of origin, but to the country from where ocean shipment is made. Thus the United States is credited with supplying much to Japan which really should have been credited to Canada. This fact accounts for the great variance between Canadian and Japanese figures showing Canada's exports to Japan.

Canada's total contribution to the 2,173,459,880 yen imported into Japan last year amounted to 6,125,416 yen (or 28%) or a little over ¼ of 1% of the whole amount. In contrast to our measly share of this trade, it may be said that our neighbor to the south of us shipped goods to the value of 766,381,438 yen or 35% of the total imports of the country. During the same year Australia's share was 2.6%, Africa's portion 2.5%, Great Britain's share was 5.8%, Asia supplied 49% of the whole, South America a little under 1%, Europe about 1½%, so that we see that Canada sold to her next-door neighbor on the east much less than any of the countries just mentioned. This should not be the case. We are not getting our proper share of Japan's business, the reason for which I will explain later on. Our imports in 1918 were larger, totalling 7,775,180 yen, which was nearly ½ of 1% of the total figures. Although these figures seem small and disappointing in one sense, they are rather pleasing to me in another. During the war our office was not in regular business owing to the fact that our Trade Commissioner at that time went off to the front almost as soon as the first shot was fired. Although our interests were well taken care of by my good friend Mr. Crowe, the British Commercial Attache, yet he could not be expected to actively engage in the promotion of Canadian trade.

How Sales Have Increased

I arrived in Japan in April, 1918, and whether as a result of any efforts on my part or not, the fact remains that our sales in 1918 increased by more than 204% over those in 1917, when our exports to Japan only amounted to 2,557,108 yen. In 1916, they totalled 1,666,230 yen; in 1915, 1,063,000 yen and in 1914, 1,073,000 yen. Thus the year 1918 is so far a record for Canadian imports into Japan and therefore it will be in order to consider the returns for this year so as to see what we supplied to Japan, particularly as the full returns for 1919 have not as yet been issued.

In 1918, I said our exports to Japan totalled 7,775,180 yen or about ½ of 1% of the total. The Canadian official returns tell us that we exported approximately 10,546,082 yen. The difference between these two amounts, 2,770,902 yen, must give us about the sum total of Canadian goods which were shipped from American ports or through American export houses and for which we did not get the proper credit.

Now, let us run through these imports. In each case we will compare our figures to those of the United States. This will give you some idea of the market potentialities for the various products and will show you what a nonentity Canada really is, when considering business efforts with our Japanese neighbors. I will take them in the order which they are shown in the Japanese official returns:—

Animals and Plants (Imports in 1918)

	Yen.
Total	166,308
Canada	23,004
U.S.	18,131

This is one of the few items where we top our southern neighbor. The best we ever did before was in 1917, when we shipped animals and plants to the value of 3,651 yen.

I was up in Morioka last summer in Northern Japan, and was visiting the Koiwai experimental farm owned by Baron Iwasaki. Here I saw a very fine assortment of thoroughbred cattle and horses. The cattle, some two hundred in number, were for the most part black and whites or Holstein. With great pride the Manager, Mr. Toda, took me to a special stable to see the best they had or, as he called it "Ichi ban ii desu"—the very best they had. This proved to be a Holstein bull, bought from Evandale Farm, Brockville, which as you probably know is owned by Mr. Hardy. This was said to be the best bull in Japan. There is a certain market for thoroughbred stock of all kinds, as the Japanese Government is doing everything possible to improve the stock of all animals. Some Canadian sheep have recently been imported for this purpose.

Malt (Imports in 1918)

	Yen.
Total	1,422,000
*Canada	Nil
U.S.	529,514
Australia	829,488

Here the Japanese returns do not credit us with anything, but we evidently shipped via U.S. ports about 6,000 bushels valued at over 20,000 yen according to Ottawa returns.

* Canada over 6,000 bushels at 21,238 yen, according to Canadian Returns.

Most of the malt comes from California. In talking about Canadian malt to some of the brewers in Japan, it was said that a bushel of Canadian (42 lbs.) malt weighs more than American (37 lbs.), and does not yield any more extract, while the duty and freight of course are also computed on the weight which brings the price up to a higher figure, and that the freight rate from Canadian points is also higher. If Canadian malters can remedy these defects, there should be a market in Japan for this product.

Australian exports of malt to Japan, in 1918, were over ten times as much as they were in 1917, so that Canada's competitors here are U.S. and Australia.

Flour and Wheat (Imports in 1918)

Flour—

	Yen.
Total	1,286,639
Canada	
U.S.	510
Australia	253,769

As pointed out in a report I wrote on this subject which appeared in Weekly Bulletin No. 842, the present requirements of Japan amount to about 800,000 bags a month. I think most of our mills are quite familiar with the requirements of this market. The flour sold to Japan is not a first grade flour, although considerable quantities of such can be disposed of to the middle and wealthy class trade. But by far the greatest demand is for a second grade flour to sell to the masses. On account of the high price of rice, many of the Japanese farmers who used to grow wheat are now putting in only rice, therefore, the domestic supply is diminishing and must be made up by imports. The question of whether Canada can again get into this market depends purely upon price. I think as soon as the prices get down to something like normal there will again be an opening in the east for Canadian second grade flour and perhaps for first grade also.

The import duty on flour has recently been reduced from 1.85 yen to 75 sen per 133 lbs., which should help us to land our flour at a somewhat competitive cost with the domestic product.

Wheat—

	Yen.
Total	9,940,529
Canada	
U.S.	
Australia	4,620,578
China	the rest of it.

In 1919 (last year), imports of wheat increased to 38,530,035 yen. The causes for this great increase were as follows:—

1. The Government took off the import duty.
2. Great shortage of rice in Japan.
3. Japanese firms were able to buy up at cheap prices all the wheat that had piled up on the wharves in Australia during the war.
4. Speculation on the part of large Japanese buyers.

I went through one of the largest Japanese flour mills in Japan last month and was delighted to find there a Canadian superintendent. He told me that they had used Canadian wheat in the past and would use it now if the price were not so high, but they had been able to get supplies from Australia, Manchuria and China, which was not such a good yielding wheat, and not so satisfactory as regards gluten content, but was cheaper. By mixing the various wheats they had been able to turn out a flour comparing well with anything milled in Canada or elsewhere. They were then running 1,600 barrels a day.

With your Government elevator in Vancouver, there seems to be no reason why Canada should not be able to get back into this field, providing of course that we have just as cheap freight rates as from American points. There are no grain elevators in Japan, so that wheat must be put up in bags which can be stored in warehouses. Australia uses 160 lb. bag, while China uses 185 lb. bag, but the size does not matter much. For further particulars on Wheat Imports I would refer you to Weekly Bulletin No. 842.

Confectionery, Cakes, Jam (Imports in 1918)

	Yen.
Total	117,480
Canada	1,337
U.S.	90,870
Australia	9,471

Under this heading is included confectionery of all kinds, preserved fruits, and jams. Although we supplied about twice this amount in 1916, we have never been very energetic in our efforts to sell confectionery, etc., to Japan.

During the past year I know that a small business has been worked up between wholesale grocers in Vancouver and certain firms in Japan. But the demand as you can see is a very small one, only about $60,000,000 a year. However, the Canadian confectionery that can now be bought in Japanese stores I may say has created a favorable impression, and more of it can be sold, particularly of our high class chocolates, whose only competition is from a San Francisco firm. As the duty is based on weight, and not on price, it is just as high on cheap goods as on high grade chocolates. Consequently the demand is for A-1 goods.

Packing is the most important point here—all chocolates should be put up in tins (as English chocolates are) to withstand the humid climate of Japan. Wax covered boxes are no good—except for winter trade.

Groceries (Imports in 1918)

Under this heading I should not fail to mention groceries, which Japanese returns do not classify separately. But during the last year and a half, we have been successful in introducing Canadian groceries to Japan in value of some 26,000,000 yen and they have given the best of satisfaction. In fact one of the houses in Japan gave me a power of attorney just before leaving to go to a certain wholesaler here and order anything which I think would be saleable in Japan. Prices compare very favorably with U.S. prices, and Canadian honey, jams, potted meats, maple syrup, cereals, etc., are quite well-known now—while Canadian cheese has long been in the market. The demand although not very large is well worth while for B.C. wholesalers to consider. I do not think it would pay for say a manufacturer of only one line to make any particular efforts in Japan. The demand is not great enough now, but is growing.

Whiskey (Imports in 1918)

	Yen.
Total	336,551
Canada	7,830
U.S.	73,418
Great Britain	247,404

Canada's exports of whiskey to Japan last year were more than ever before.

Certain brands of Canadian whiskey have quite a reputation now in Japan and are sold in all the Japanese liquor stores. In fact the agents for one liquor asked my aid a short time ago in helping them locate the Japanese culprits who were putting up Japanese whiskey in old "Canadian Club" bottles and selling it as such.

In speaking of the possibilities of this liquor business in Japan I may say that people there think it will be a long time before there is legislation against the use of liquor in

Japan. The liquor interests are too strong; the profits too large; in fact one of the most remunerative sources of revenue the Government has is from the manufacture of Japanese sake. In 1919-20, estimated revenue from this source will amount to over 109,000,000 yen.

Yes! Japan is a place of refuge for the liquor manufacturers, also a Garden of Eden for the anti-prohibitionist, anti-W.C.T.U. or whatever you like to call them. Unfortunately a great many occidentals now coming to Japan abuse the privilege thrust before them, (probably trying to make up for lost time.) But one sees a few funny cases around the foreign hotels in Japan these days.

Condensed Milk (Imports in 1918)

	Yen.
Total	1,436,372
Canada	13
U.S.	1,355,847
Australia	70,567

England before the war supplied most of the requirements of this article, but now the United States has taken the lead. Both the Borden and Carnation brands of the United States are well-known—as well as the English "Milkmaid" and Swiss "Nestles." In 1914 and 1915, Canada shipped 185,000 yen and 184,560 yen respectively of condensed milk to Japan, but exports fell off entirely during the war. Canadian returns show that we shipped 375,750 yen in 1914 and 297,500 yen in 1915, so that about half our shipments must have gone from U.S. points. Last year I was able to interest a large British firm with branches all over the East, in a new brand of Canadian milk. This was tested by Government analysts and said to be one of the finest milks ever imported into Japan.

Japan has made considerable progress in the manufacture of condensed milk and in 1919 manufactured 1,200,000 cases (4 doz. tins to a case) valued at 6,000,000 yen. This industry has been built up purely by Government assistance.

1. There is an import duty of 5.50 yen per 133 lbs. on foreign manufactured milk.

2. The manufacturers of condensed milk are exempted from paying income tax for the first three years they are established.

3. They are given a bonus equal to the amount of sugar consumption tax paid.

The industry has now so far developed that Japanese concerns can export abroad to such places as China, South Sea Islands, etc. However, the foreign firms named have built up a good business and there will always be a market for about one million yens worth of foreign milk, as its quality is better than the domestic article.

Fish (Imports in 1918)

Salted Herring and Salmon—

	Yen.
Total	99,399
Canada	25,008
U.S.	74,373

I presume that it is not necessary to go into this very fully, as B.C. exporters know well the requirements of this fish trade, most of the shipments being made from this Coast. It can be said, however, that this business fell off almost entirely during the war when prices rose so high that it no longer could be sold in Japan. In 1913, we exported to Japan salted fish to the value of 219,902 yen compared to the U.S. figures of 292,534 yen. In 1914, our exports fell to 158,130 yen and the U.S. figures to 166,857 yen. So that we divided this business pretty evenly with our American neighbors. This fishstuff is considered quite a delicacy to Japanese palates. Salted salmon is particularly so at New Year's time, and can often be seen at this time of year done up in a big white envelope with coloured strings or "Noshi" to be given usually as a New Year's present to some close friend.

There is always a market for fishstuff in Japan providing the prices are right.

Canned Fish

The market for canned fish in Japan is very small. In the first place the Japanese have now many canneries of their own, both in Hokkaido, Manchuria, and in Kamchatka. The American Can Co. have a factory in Hakodate to supply the tins for this industry. During 1919, the output of tinned salmon in Kamchatka amounted to 740,000 cases which was much larger than usual. This salmon is exported all over the world, but by far the greatest portion goes to London, where in August, 1918, it was selling at 105 shillings a case delivered.

However, the quality of the Japanese salmon is not to be compared with B.C. red salmon, so that there is a small demand for our salmon in the high class trade, which also buys other Canadian tinned fish of all kinds.

This is chiefly supplied by the wholesale grocery houses. Some business has also been done with Canadian fishstuff in Siberia and China, the fish being bought through Japanese commission houses for re-exportation.

Leather Hides and Skins

Total—	
Hides and skins of bull, ox and cow	6,757,972
Hides and skins of deer	221,425
Waste hide and skin	503,656
Other hides and skins	4,407,170
Leather—	
Bull, ox and cow	977,115
Sole leather	593,413
Sheep and goat leather	689,194
Waste and goat leather	275,302
Other leather	222,057

We supplied none of the hides or skins mentioned above. But this need not interest us at all, as our aim must be to



After Japanese Trade

Representative of a Canadian Manufacturing Company getting pointers from Trade Commissioner Bryan

sell Japan manufactured goods—so let us refer to leather—we find Canada sold in 1918:—

Leather—

	Canada. Yen.	U. S. Yen.
Bull, ox or cow	1,867	270,000
Sole leather	372	576,207
Waste leather	2,098	76,326
Other leathers	....	267,661

I have tried several times to interest Japanese importers in Canadian sole leather and Canadian sample shipments were made, but it was claimed that an American brand of oak-tanned leather was preferred, that it was harder and smoother than the Canadian article. I still contend however, that the Canadian leather is just as good, but it is very hard to break down these prejudices of the Japanese. They are very conservative and hate to buy something different to what they have been accustomed to purchasing. However, I feel sure that one or two of our big tanners will soon get established in this market.

High prices have been a deterrent feature in the case of side leathers, but I think that normally there should be a market in Japan for this class of leather also.

As for manufacturers of leather, there is a small market for leather belting (71,546 yen in 1918) and leather hat bands (585,397 yen in 1918).

Animal Bones (Imports in 1918)

	Yen.
Total	3,369,007
Canada	
U.S.	444,833
Australia	370,514
Argentine	816,728

These bones are used for all kinds of things in Japan. They make tooth brush handles, glue, gelatine, carvings, fertilizers, etc. Canada supplied about 7,000 yens worth in 1916 and small quantities in previous years. It would seem that our meat packing houses should find a good outlet here for this by-product. I know that this business has been done successfully by western packing houses in the past, and hope they will again be in the supply market in the near future.

Caustic Soda (Imports in 1918)

	Yen.
Total	3,256,537
Canada	121,061
U.S.	3,031,597
England	101,824

Before the war, Great Britain supplied about 90 per cent. of the total requirements, but since 1914, she has not been able to make deliveries, and the U.S. got in very strong. There is a very big demand for caustic soda in Japan, and Canada can sell all she can supply. I have had many enquiries for it, and, when one of our Canadian manufacturers was able to supply, same resulted in substantial and successful business for all concerned.

Soda Ash (Imports in 1918)

	Yen.
Total	11,405,021
Canada	
U.S.	8,342,232
England	3,043,326

Here again there has been a tremendous demand which could hardly be met during the last five years. Great Britain had this market to herself before the war, although the U.S. filled in since 1914, but everything points to the conclusion that British manufacturers will again predominate in both the caustic soda and soda ash fields of Japan. On account of her sterling reputation for reliability and honest dealing, Great Britain will not only regain this market but many of the others she unavoidably lost during the war. However, there is a big field here for Canadian competition, and if Canadian firms can come up to scratch I would advise them to study the market requirements of Japan.

Dynamite (Imports in 1918)

	Yen.
Total	2,473,361
Canada	757,181
U.S.	1,690,680

Canada built up quite a reputation for itself during the war on account of the fine quality of dynamite exported to Japan. Prior to 1917, no supplies were received from Canada. It all came from Germany and England. When war broke out embargoes were immediately put on in Europe so Japan had to look elsewhere for her requirements. She imported then from the United States and Canada, but just when the good quality of the Canadian product was proven, the Canadian embargo was made air-tight—so that no more could be had from this source either.

At this time in my capacity of Canadian Trade Commissioner, I received a petition from the largest importer of dynamite into Japan. It may prove of interest to you, if I read a few extracts from this petition. This firm wanted dynamite in the worst way for mining operations in Korea. They had tried American dynamite and Canadian and you shall now hear what they have to say about both:—

"Extract of Petition to His Excellency the Governor-General of Korea and to the Canadian Trade Commissioner made by Seoul branch of a very large Japanese firm in 1918."

"The opening of mining resources, road-making and railway construction in Korea necessitated a yearly increasing supply of explosives. But Korea, having no explosive manufacturing plant within its boundaries, had to rely wholly upon imports from other countries.

For many years past, Glasgow and Hamburg were the two largest suppliers who sent their manufactures to meet the increasing demand. But unfortunately the outbreak of the European war totally stopped the imports from the Hamburg Works. Then followed the British export prohibition of explosives which shut up the other remaining source from Glasgow.

This entire stoppage of import immediately brought about the pronounced scarcity of explosives in Korea as well as in Japan proper, and fabulous prices reaching to about five and six times those just before the war were paid by the consumers, but even at these enormous prices they could not get enough supply.

To alleviate this difficult situation, importation of American explosives was projected by many importers. But upon arrival of American goods, considerable parts of such imports could not pass the Japanese Government's inspection on account of defects and thousands of rejected cases were officially burnt in Yokohama. The American manufacturers were far from satisfying the consumers owing to their very inferior and dangerous quality and no further shipment was received ever since.

The first shipments from Canada were imported in August, 1917, into Japan proper, and Korea. Trials were quite satisfactory and in Korea, especially, the 62% NG Gelignite was at once used by the local government in the Seoul-Fusan Railway construction and several mines controlled by the Mining Department used it as a substitute for the Cherry Brand Dynamite of the Japanese Military Arsenal with very good results.

The imports from other countries were mainly from Canada, in fact we ourselves imported as much as 17,000 cases, or about 75% of total imported during 1917. From these you will note how seriously the Canadian export prohibition has been felt by the Korean miners, who are the consumers of the greatest part of explosives in that market. We shall therefore deem it a great favor if you will kindly extend to us any official help in getting export license for more supplies from Canada."

I sometimes meet pessimists who ask, "How can we compete with the United States?" If there is anything which

(*Continued on page* 101)

Export Trade from the Viewpoint of the Canadian Manufacturer*

In Two Parts

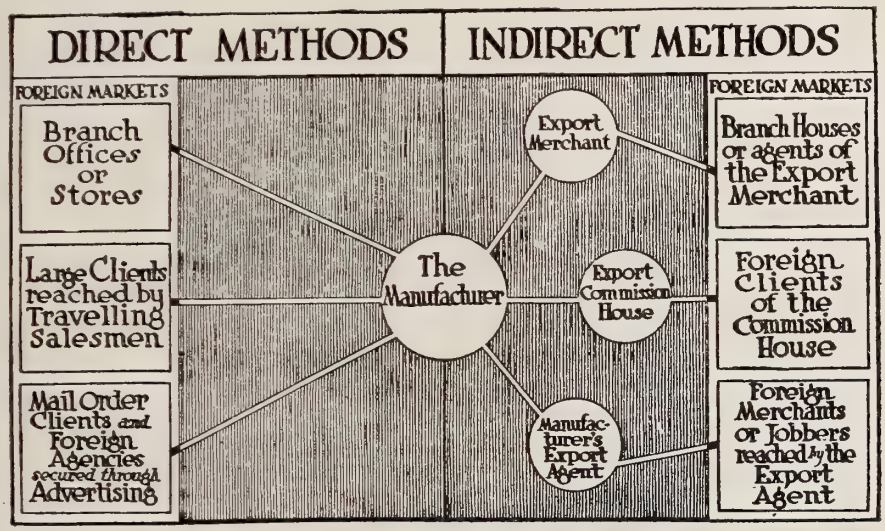
Part I. METHODS OF HANDLING THE BUSINESS

By S. A. BEADLE

Beadle, Putland & Co., Victoria, B.C.

THE manufacturer who expects to enter foreign trade may choose from a number of different methods. These may be divided into two classes—first, the methods of direct exporting; second, those of indirect exporting. In indirect exporting, the manufacturer organizes an export department and himself exports the goods and pushes the sale in foreign countries. In indirect exporting, the manufacturer utilizes the services of some intermediary outside of his own organization, and has no direct interest in the goods after they have left Canada.

The manufacturer who wishes to export direct must, first of all, organize an export department and place in charge of that department a competent executive. Having established the export department and having decided to do business direct, the manufacturer and the manager of the export department have still to choose from several different methods.



How the Overseas Markets are Reached

Many manufacturers have established branch offices in foreign countries and conduct their affairs from these local nuclei. When the size of the business and the volume of sales warrant its adoption, this is undoubtedly one of the best and most efficient methods of carrying on foreign trade. As in the case in domestic trade, branch offices enable the manufacturer to divide up his sales force and to get more individual supervision of his selling units and more intimate contact with the market. In connection with the branch offices there may be, as the case requires, warehouses, showrooms, sample-rooms or even retail stores.

Most manufacturers, however (at least in beginning their foreign trade), find it necessary to rely upon the services of individual travellers. A salesman well equipped with information concerning his product, with samples and other information, speaking the language of the market to which he is sent, and possessing the other qualifications which an export salesman must have, should be able to do a large business in most markets provided he does not attempt to combine too many lines. It is impossible to conceive how a salesman representing from six to thirty lines will be able to devote real selling ability to each of these lines. Inevitably the majority of the manufacturers entering into such a plan would be dissatisfied with the result. Applying to export salesmanship the same rule that has been applied to export trade in general—namely, that it must be measured by the same measuring rod as domestic trade—the manufacturer can easily differentiate between good and bad selling schemes.

In almost every market there will be found a certain type of concern that should interest the Canadian manufacturer who wishes to sell abroad. It might be called the local importing house. In many cases it conducts large distributing agencies. The Canadian manufacturer may do business directly with these concerns, but this does not mean that he comes in direct contact with the ultimate consumer.

It is necessary for the manufacturer to assure himself as to the credit responsibility of the agent; also he must make all arrangements for manifesting, invoicing and shipping his goods. In many overseas markets these general importers make excellent representatives for Canadian concerns, especially concerns that do not see fit to establish their own branch offices. In the more highly developed markets these agencies specialize in certain lines of business, such for example as machinery, general merchandise and dry-goods. In other markets, less developed, similar concerns will be found handling every known type of merchandise.

The manufacturer in selecting one of these importers to extend his business, will find that he can obtain a large amount of credit information with reference to them. He has at his disposal not only the services of the usual credit agencies but also the records of Canadian concerns that have done business through these houses. Ordinarily the agency will accept representation only for a single manufacturer in any one line.

This method of direct exporting enables the manufacturer to come in closer contact with his markets that he could through any of the indirect methods to which reference will

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presently be made, and at the same time it enables him to utilize the services of concerns that not only have been established for years but are also well-acquainted with their respective local clienteles.

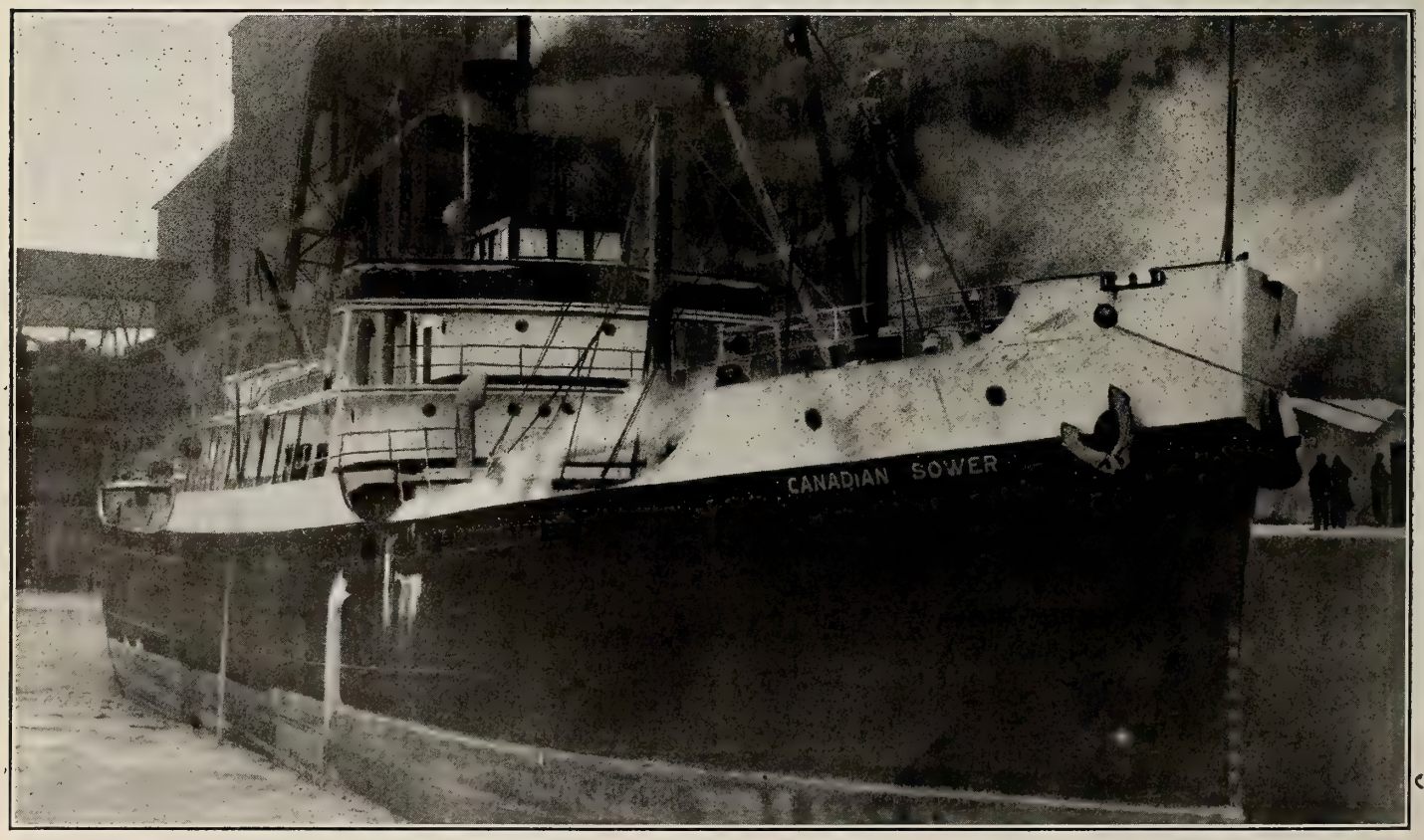
In case the manufacturer desires to use the more exclusive services of an individual representative, he may find responsible persons who are willing and able to push his products in certain foreign markets. Such agents, as is the case in domestic trade, are likely to be less reliable than old established, well-organized importing concerns. But the manufacturer who has used due care in the selection of his agents may find this a successful method of exploiting foreign markets.

If the manufacturer decides to accept either of these last two methods mentioned, it would be well for him to recognize that he can get the best results from such methods only by keeping closely in contact with his representatives. The manufacturer is indeed foolish who appoints his agents and who never comes personally in contact with them or who never sees how they are doing business. It is likely, and has happened time and time again, that some importing concerns in a fruitful foreign market have accepted two or three or even more competing lines, not with the idea of pushing that line but for the purpose of keeping it out of the market. The manufacturer must guard carefully against this type of concern, and the only really effective precaution is not only to draw his contract in such a manner to protect all his interests, but to keep so closely in touch with his agent, either personally or through his trusted representatives, that no improper or unfair practice can overtake his business.

Many manufacturers are, we believe, unduly prejudiced against the middleman in foreign trade. They do not realize the expert services and the real function of the intermediaries in connection with the development of a foreign business. Too many manufacturers are inclined to say to themselves, "This middleman simply takes a profit out of me in the shape of a commission for a service that I could just as well perform myself." Now this is not the case, and we shall endeavor to explain in some detail later the various advantages of the middleman method of doing business in foreign markets. The manufacturer would do well to approach the subject with an open mind and try to discover how he can utilize the services of an intermediary to his own advantage.

In the following paragraphs we shall attempt to define the functions of the professional export houses. The methods which are in use by the various types of professional exporters are not exclusive or distinctive. The various theoretical functions which distinguish one type of exporter from another are not to be clearly illustrated in practice by any one concern. There is a confusion and duplication of functions. One export house may carry on most of its business as an export commission house and another part of its business as an export merchant. It is difficult, therefore, to find clear-cut illustrations of these functions. It must not be supposed that any one exporting house does business exactly as defined. In practice one concern may do business by one, two or three of the methods.

Perhaps the most important of the various methods of indirect exporting is the export commission house. There are many commission houses at all of our seaports. Similar types of exporting houses are to be found in all the large exporting centres of Europe, especially Liverpool, London, Hamburg, Bremen, Copenhagen, Rotterdam and ports of similar importance. Much confusion has arisen in the minds of Canadian manufacturers because they have not clearly understood the functions of the export commission house. The export commission house (or the indent merchant, as he is called in Europe) executes orders in Canada for purchasers located in foreign countries. The professional export com-



(Courtesy of Canadian Illustrated Monthly.)

The S.S. "Canadian Sower" Loading Grain in Montreal for her Pioneer Voyage

mission house, therefore, is not in any sense a seller of Canadian merchandise in foreign markets. It is rather a purchaser of Canadian commodities for the foreign buyer. It charges a commission, not to the Canadian manufacturer of whom it purchases the goods, but to the foreign buyer for whom the purchases are made.

This is the general theory underlying the existence of the export commission house. But, as in the case of so many of our commercial institutions, the practice has developed far away from the theory. This has caused much misunderstanding with reference to the commission merchant's true function in export trade. Manufacturers ask: "Why is it that the export commission house charges a commission both to the manufacturer in this country and to the buyer located in a foreign country?" The reason is that the commission fixed by custom and on which the commission house must do business is too small, and therefore a commission must be charged at both ends.

The second method of indirect exporting is that represented by the export merchant. In practice the functions of the export commission house and the export merchant are almost hopelessly intermingled, and this again causes confusion in the mind of the manufacturer as to the true function of the middleman in export trade. The export merchant in theory does not buy or sell on commission. He purchases the goods outright and sells them outright for whatever profit he can make or for whatever losses he may sustain. The export merchant has attained the greatest importance in markets that are least developed. He is an exporter who in many cases maintains a string of warehouses in a certain foreign market. Frequently he operates retail stores in connection with these warehouses.

The manufacturer who does business with the export merchant does it with that particular merchant because he offers the most satisfactory terms. There is absolutely no essential difference between doing business with the export



(Courtesy of Canadian Illustrated Monthly.)

Unloading West Indian Sugar at the Port of Montreal

A commission house cannot properly accept the representation of any manufacturer's line in a foreign market, since in the overseas transaction it primarily represents the foreign buyer. The idea is that the buyer in the foreign market pays it a commission, not for *selling* him merchandise, but for *buying* that merchandise for him at the very best terms obtainable. The manufacturer, therefore, cannot expect the commission house to exploit his goods. He must realize that it will buy his goods only on the very best terms, and only when it has actual orders in hand or can see an opportunity to dispose of them immediately. The manufacturer must not complain if the commission house with which he has decided to do business makes no sales for him. The commission house may have received no orders and therefore cannot be expected to execute them. On the other hand, the manufacturer is entirely released from all responsibility as to the collection of the final payment for the goods. Ordinarily he is paid by the commission house on his usual domestic trade terms. He ships his goods to the commission merchant and generally does not know the name of the purchaser—in many cases not even the destination of the goods.

merchant at Vancouver, Toronto or Montreal and doing business with any jobber or wholesaler in the same city. As in the case of the export commission house, the manufacturer must expect no special selling service when selling his goods to the export merchant. If it is to the interest of the latter to exploit any special line of goods, he will do so. He will buy his goods in the cheapest market and sell them to the best advantage.

The third method of indirect exporting is that which will probably appeal to most Canadian concerns desirous of having their goods exploited and vigorously pushed in foreign markets, but are unwilling to bother with the details involved in actually taking care of all shipments, looking up all the credit ratings and investigating the markets. This method makes use of the manufacturer's export agent.

There are concerns in the Dominion that are doing an increasingly large business by accepting agencies for a limited number of Canadian manufacturers and exploiting their goods in foreign markets. These houses usually specialize in some particular commodity, such as textiles, machinery, boots and shoes, hardware, etc. They charge the manufacturer a com-

mission, usually a larger one than is charged by the export commission house or the ordinary domestic manufacturer's agent. They put real selling service into the distribution of the goods. They are the manufacturer's representatives. At the same time they save the manufacturer all the trouble and annoyance of technical export detail. The type of manufacturer's agent referred to in this paragraph is not the small concern or the individual manufacturer's export agent representing only one or two concerns, and having only desk room on some back street in Montreal, Halifax or Vancouver, but the larger concern representing many manufacturers and doing business on a wholesale scale.

Increase of Export Agents.

In our opinion, the manufacturer's export agent represents the coming method of doing export business through an intermediary. We are inclined to believe that, with the further developments of foreign markets and their increasing advancement and perplexity, the commission house and the export merchant will gradually give way to the more specialized services of the manufacturer's export agent.

There are certain general advantages and certain general disadvantages with reference to both direct and indirect exporting. These advantages and disadvantages are much the same as obtain in domestic trade and which differentiates business done directly through representatives, salesmen, agents, branch houses, branch stores, etc., from indirect business through middlemen, such as wholesalers, jobbers, commission houses and retailers. It is difficult to lay down explicit general rules as to which is best or which is least desirable under all circumstances. In certain cases one method may be preferred and in others a wholly different mode of procedure may yield the most satisfactory results. There are, however, certain general conclusions with reference to direct exporting and the middleman in foreign trade that are worthy of consideration. It may be worth while, first of all, to call attention to the fact that the export commission house or jobber is in a position not unlike that of the commission house or jobber in our domestic trade. Like the latter, the export commission house is a feature of an undeveloped commercial system. With the higher development and increasing complexity of our commerce, the export commission house will surely pass out of existence. This has already happened in Canada and Europe. That day, however, is so far distant that we need not consider it. It is worth while, however, to recognize the fact that the commission house is doing in export trade exactly what the commission house did in domestic trade a few years ago.

The export commission houses and export merchants find their best field in those parts of the world where the population is sparse and trade and commerce is not fully developed. This is true especially in markets where local dealers handle everything from needles to pianos. In those limited markets a profitable business can be carried on only by the concern that is able to furnish commodities for practically all the wants of the community.

The Export House.

The export house is particularly well qualified to represent to the small manufacturer whose volume of sales does not warrant the establishment of foreign representatives. The manufacturer may be disqualified in this respect on account of either the small margin of profit or the limited volume of sales. There are numerous manufacturers in Canada to-day attempting to do a direct exporting business who might be dealing more economically through the export house.

The export houses of the two types mentioned are better qualified to handle foreign business where financing is necessary. Many manufacturers in Canada are unable, or unwilling to give the usual terms that are expected in foreign trade. The export commission houses and the export merchants, who are also bankers, have a large field before them in helping to finance the manufacturer's export business.

The experienced manufacturer's export agent is prepared to handle the foreign business of a firm unfamiliar with overseas trade or a firm that desires to have its products go abroad but does not care to build up an export department or concern itself with export details. The manufacturer's export agent has acquired by long experience an expert knowledge of these details of consular regulations and methods and all of the minutiæ of legal requirements. It has, moreover, an expert knowledge of the freight situation, and by reason of its large shipments it is able to secure the lowest possible rates.

The export house has gathered expert knowledge on credits. In fact, until very recently it had almost a monopoly on this line of information. No other agency has had such facilities for obtaining and keeping up-to-date credit information—although many of the export houses have not made adequate use of their advantage in this regard.

One of the great difficulties that the manufacturer who is dealing direct with customers in foreign countries has to meet with is the problem of settling his legal difficulties. Lawsuits brought in most foreign countries are an almost insuperable obstacle to the independent manufacturer or the manufacturer who does not have personal representatives in each country. It is here again that the export house has a considerable advantage. In short, a more exact and up-to-date knowledge of the export field cannot be obtained by any one except the very largest manufacturer—one who is willing to put a tremendous amount of time, energy and capital into the development of a particular (and perhaps highly specialized) line of business.

Tendency of Germany.

In Germany the tendency among the export houses has been toward the manufacturer's agent type. Most of the successful professional export houses in Germany have accepted the principle of representation; instead of doing business on a commission plan representing the foreign purchaser in Germany, the export house has, rather, represented the manufacturer in foreign markets. In other words, the German middleman in export trade has shown a tendency to act in behalf of the manufacturer and actively push the sale of his goods abroad. This movement has gone so far that in many cases associations of German manufacturers have been formed for the purpose of promoting their interests in foreign markets, and these associations have become, to all intents and purposes, professional export houses, specializing in one line of goods. The same principle has been followed in Canada, which has several well organized

(*Continued on page* 102)

The First Canadian Industries Exhibition

Held in the Royal Agricultural Hall, Islington, London, from June 7th to June 17th, 1920—Lessons to be Learned from it—Differing Opinions on its Success—Difficulties which were Overcome—List of Exhibitors

By J. M. McINTOSH

Manager, Trade Sections Department, C.M.A.

THE first Canadian Industries Exhibition was conceived in a period when the post-war demand for manufactured goods was so keen that the absence of Canadian samples and salesmanship in England appeared to place Canadian export business at a disadvantage, but by the time the Exhibition was opened this demand had been to some extent satisfied. As a result, those enterprising manufacturers who participated in this Exhibition are not likely to speak of it with much enthusiasm. In some respects, however, it will be of value. Canadian products are marketable in the United Kingdom. Indeed, they are an important factor in that and other foreign markets, and as business develops business so will our exports grow.

Trade exhibitions in the United Kingdom are of considerable importance as business developers. From private enterprises they have grown in some instances into large Governmental undertakings and serve as introductions to seasonal selling campaigns. Good salesmanship must adapt itself to the peculiarities of the market in which sales are to be made, and it follows that trade exhibitions, depended upon as they are by British buyers, must necessarily be considered by those who desire to merchandise their products in that country.



The Royal Agricultural Hall
General View of the Canadian Industries Exhibition at Islington, London

From the Canadian Industries Exhibition we may therefore draw some very valuable instruction, obtained possibly at some cost, but after all at a very reasonable cost. We have received reports from a number of different sources, some of which say that it has been particularly useful and others that it was decidedly disappointing. To the one who went there in the expectation of making the venture as an enterprise pay for itself, dissatisfaction would be obvious, but by the one whose vision looks further into the future profitable experience would be gained.

A comprehensive demonstration thoroughly representative of our industrial production sufficient in volume to have filled the Royal Agricultural Hall, would have startled the British buying public out of the belief that all Canadians follow the plow. Such a demonstration was in the minds of those who fathered the proposal and gave it support. The Exhibition fell far short of being comprehensive or representative, and to the extent that it did so may be considered as the measure of its effect upon the public mind, but nevertheless our manufacturing possibilities are now much better known than they were before.

The Exhibition was visited by thirty thousand people; fifty-five thousand buyers were personally invited to attend; one hundred and ninety-four press notices were paid for in twenty trade papers and sixty-nine London and Provincial papers, and in addition, and most valuable of all, were the numerous press comments. It served also to show that Canada is manufacturing in such variety and volume that it is prepared to invade the biggest and most highly developed markets of the world, that we consider ourselves able to "carry coals a long way to Newcastle."

If we then look upon this Exhibition as a sort of preliminary canter, a tuning-up preparatory to greater and possibly more efficiently organized expansion in the future, we must consider whether we are sufficiently tuned up to require anything further in the way of a preliminary canter. The writer submits for the consideration of those whose vision extends beyond the home market the following general observations:

Is it not desirable that the wisdom gained from ventures into foreign markets be centralized, and that all exporters be so organized that the advantages and disabilities common to all may be discussed, and well-defined policies evolved? If Canadian products are satisfactory they will be in demand. As distribution increases, the interest in and knowledge of these products increases, the cumulative effect is a demand for Canadian products which reflects itself in the sales of all who are in the market. Hence, the exporter who enjoys a fair trade is resting on his oars if he does not interest himself in the promotion of trade in other lines.

Inasmuch as trade exhibitions are a part of the British structure in bringing buyers and sellers together, is it advisable to promote our sales in one general exhibition of our own, or would it not be better to take advantage of the invitations extended to us and participate in the British Industries,

Fairs, and other Exhibitions held at appropriate periods? British trade Exhibitions are confined to certain specified lines, and are held at periods when wholesale buyers are about to go into the markets. Hence, an Exhibition of a general character is at a very marked disadvantage. If held early, the buyer will postpone until he sees what the British Industries show. If held late, his requirements may already be satisfied, but if shown side by side with British products the Canadian product has an even chance.

Differing Opinions

In respect to the Fair itself, there was dissatisfaction. In the first place, it got off to a bad start. Most of the exhibits were in England in ample time for the opening of the Fair, originally scheduled for June 3rd, but owing to the inadequacy of some of the shipping documents a number of them were held up by the Customs authorities until bonds were effected for their release. This caused a delay, and the opening was postponed until June 7th. During the first week very few attended, and exhibitors became dissatisfied. What has been described as an "indignation meeting" was held, and some exhibitors threatened to withdraw, but wiser counsels prevailed.

During the second week, as the result of further advertising, the attendance was much better. We have received a good deal of direct evidence expressing satisfaction with the enterprise. One exhibitor says: "I am happy to say that we have done quite a good business, and as this is the first, or, as very aptly put by one of the speakers at the opening luncheon, a milestone, in the history of what we hope to be an annual affair, we are quite satisfied."

Another says: "I may say I had enquiries from business houses operating in Australia, New Zealand and South Africa, and as this is our first Exhibition in England I consider it highly successful."

Praise for the Promoter

Still another letter written to Mr. Montgomery, English promoter of the Exhibition, by the representative of a firm whose products are known the world over, says: "May I take the opportunity to express the appreciation of the majority of the stall holders at the first Canadian Industries Exhibition, of your hard work and initiative in giving Canadian manufacturers this opportunity of showing their goods to the mother country. When we consider that this, the first Canadian Exhibition in this country, was organized, managed and financed by you, an Englishman, without any support whatsoever from the Dominion and Provincial Governments of Canada, and that all great undertakings must have a small beginning, we consider that the Exhibition has proved an unqualified success. The great majority of the firms represented had no cause to be other than highly satisfied with the results obtained. The firm I have the honor to represent, selling an article which is already popular in this country, of course look upon an Exhibition of this nature in the light of an advertisement, and as such it has surpassed our expectations.

"Further, on behalf of the stall holders, I wish to tender our regrets for the unfortunate incidents which occurred in the earlier part of the Exhibition, and to assure you that the behavior of these individuals does not represent the attitude of the manufacturers of Canada."

Sir George McLaren Brown, representing the largest exhibitor, the Canadian Pacific Railway, at an Exhibitors' Luncheon just prior to the close of the Exhibition, is reported to have said that although they had not perhaps obtained immediate selling results, the benefit which the exhibitors would derive from this splendid piece of advertising would be very great.

Having regard to the organizing work in Canada, the Association was encouraged by many of its members experienced in foreign trade to introduce the proposal and encourage its members to participate. The Canadian representative of the promoters, Mr. O. C. Pease, displayed considerable energy and ability during the six months which he had at his disposal, to work it up. He met discouragement frequently. A few of the early contractors for large blocks of space afterwards withdrew. Others who might have participated to their own advantage procrastinated, either leaving the matter till too late or deciding to come in at the last moment. Others who thought favorably of the proposal at first declined to participate when the value of sterling fell to a point where British buyers found it necessary to cancel orders.

On the whole, however, it may be considered in the light of an inexpensive experiment. Individuals who participated will determine their future course of action in the light of knowledge born of experience. The Association, as representing the collective opinion of the participants, will be better able to advise and serve its members in respect to proposals for the development of foreign trade.

Those who exhibited, as taken from a report by Mr. Harrison Watson, Chief Canadian Government Trade Commissioner in Great Britain, as published in the *Weekly Bulletin*, are as follows:

LIST OF EXHIBITORS

Iron, Steel, Hardware, etc.

Dominion Iron & Steel Co., Ltd., Sydney, N.S.
Steel Company of Canada, Hamilton, Ont.
Nova Scotia Steel & Coal Co., Ltd., New Glasgow, N.S.
Sheet Metal Products Co., Ltd., Toronto, Ont.
Dominion Steel Products Co., Ltd., Brantford, Ont.
British Smelting & Refining Co., Ltd., Montreal, P.Q.
Champion Spark Plug Co. of Canada, Ltd.
C. A. Dunham Co., Ltd., Toronto, Ont.
Gillette Safety Razor Co. of Canada, Ltd.
Hoover Suction Sweeper Co., Ltd., Hamilton, Ont.
Canada Cycle & Motor Co., Ltd., Weston, Ont.
Machine & Stamping Co., Ltd., Toronto, Ont.
Maxwells' Limited, St. Marys, Ont.
J. H. Connor & Son, Ltd., Ottawa, Ont.
Whitman-Barnes Manufacturing Co., St. Catharines, Ont.

Machinery.

Spramotor Co., London, Ont.
London Gas Power Co., Ltd., London, Ont.
Massey-Harris Co., Ltd., Toronto, Ont.
Chase Tractors Corporation, Ltd., Toronto Ont.
Acadia Gas Engines, Ltd., Bridgewater, N.S.

Chocolates and Confectionery.

Willard's Chocolates, Ltd., Toronto, Ont.
Canadian Biscuit & Confectionery Export Co., Ltd., Toronto, Ont., exhibiting for: Cowan & Co., Ltd., Toronto, Ont.; McCormick Mfg. Co., London, Ont.; C. J. Bodley Co., Ltd., Toronto, Ont.
Wm. Neilson, Ltd., Toronto, Ont.
Patterson Candy Co., Ltd., Toronto, Ont.
Maple Tree Producers' Association, Ltd., Montreal, P.Q.

Pianos, etc.

Bell Piano & Organ Co., Ltd., Guelph, Ont.
Williams Piano Co., Ltd., Oshawa, Ont.
Sherlock-Manning Piano & Organ Co., Ltd., London, Ont.
Doherty Piano Co., Ltd., Clinton, Ont.

Furniture, etc.

McLagan Furniture Co., Ltd., Stratford, Ont.
Simmons, Ltd.
Arnprior Cabinet Co., Arnprior, Ont.
Kindal Bed Co., Ltd., Stratford, Ont.

Chemicals, etc.

Shawinigan, Ltd., representing Canadian Electro Products Co., Ltd., and Canada Carbide Co., Ltd.
Canadian Bronze Powder Works, Ltd., Montreal, P.Q.
Palmolive Co., Ltd., Toronto, Ont.
Channell Chemical Co., Ltd., Toronto, Ont.

Wall Paper.

Staunton's, Limited, Toronto, Ont.
Reg. N. Boxer Co., Ltd., Toronto, Ont.

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Reducing Labor Turnover by Advertising

Some Instances of the Effective Use of Advertising in Securing Help That Will Stick to the Job — Creating a Favorable Attitude of Mind Among the Workers Towards the Industry

By WILLIAM G. COLGATE

ONE of the most important problems facing the employer to-day is that of labor turnover. The United States Department of Labor estimates industry's loss from this cause as at least one billion two hundred and fifty million dollars a year. This means an average of four million dollars for every working day. Careful analyses has shown also that the cost of breaking in an employee ranges from $25 for trying out an office boy to $300 for training a superior bank clerk. The study of metal plants in the Middle West showed a turnover of more than 150 per cent.; while it was found that the turnover in a large number of Detroit plants averaged more than 250 per cent. A manufacturer who finds that to maintain, say, a staff of one thousand on an average, in operating his factory, he has to hire during a year three thousand men, realizes that the coming and going of two thousand men means constant dislocation, added bookkeeping records, the wear and tear on machinery in training a new worker, lost production due to time lost, not to mention the inevitable wasteful expense incurred by constant breakage and spoilage. It is the combined influence of these factors which forces home the conclusion that one of the best times to cut down labor turnover is before the new employee is hired. For this reason, industrial concerns who have hitherto confined themselves to the bald, conventional "help wanted" advertisement, are now, under pressure of increased production and inadequate help, picturing in large display advertisements the attractions which their particular work has to offer from the viewpoint of the employee.

Well paid positions for girls of intelligence

The exquisitely fine and dainty materials used in the making of high-grade corsets like Gossards demand operators of intelligence, taste and skill. Hence there are always openings here for bright, ambitious girls. Beginners are paid good living salaries. At the end of the year they also receive a cheque for their share of the year's profits. The workrooms are light, cheerful and airy, the surroundings congenial and promotion rapid. If you are intelligent and anxious to succeed you'll be interested in what the Gossard plan has to offer you.

The Canadian **H. W. Gossard Co.** *Limited*
284-286 King St. W., Toronto

Designed to Stimulate Increased Output

It has been found that such advertising—direct, personal and persuasive in its selling appeal—is much more likely to interest the steady, reliable, ambitious worker than the bare, lifeless, meagre classified advertisement. Thus by attracting the right kind of employees at the start, labor turnover has been greatly decreased and a consequent material saving effected. Somehow, the very appearance of liberal display advertising explaining to the prospective employee the advantages of a place to work gives the impression of sincerity, broadmindedness and opportunity, which is almost invariably lacking in the ordinary classified advertisement.

A notable example of the new help wanted style of advertising is that which is now appearing in the newspapers over the signature of the Bell Telephone Company. This corporation is engaged in selling, so to speak, a place to work, which is more than a mere "job," to ambitious young women. Beginning with a series of small newspaper advertisements the Bell Company have gradually extended their efforts until now they have reached a point where large space appeals, coupled with so-called human interest illustrations and well-written booklets, carry the attractive story of telephone operating as an occupation into thousands upon thousands of homes throughout the United States and Canada. Specific arguments that deal with the character of the work, the conditions under which it is performed, its ever changing interest, as well as the provisions made for the health and happiness of the operators are all set forth in plausible and persuasive terms.

"Her's [the operator's] is an enjoyable public service, with every moment crowded with interest and ever-moving, ever-changing life. It is humanity she serves and she sees human nature in every form and every degree."

The above quotation is from a Bell booklet on "An Ideal Occupation for Young Women,"—a fair example of the manner in which the Bell management attacks the problem of help scarcity. In all their advertising the Bell Company lays stress on the important fact that salaries are paid to all who start the regular department training course.

Certain of the pictorial illustrations used are also worthy of note. A view of a practice switchboard in the operators' training department accompanies the heading, "An Enjoyable Public Service." Another advertisement depicts a group of intelligent and pleasant-faced girls having a cup of refreshing tea during one of the rest periods. Every appeal is aimed straight at the respectable, home-loving, dependable girl between the ages of sixteen and twenty-three. The kind of girl who changes her position at the promise of a few cents more an hour is not wanted and the copy tries to make this point clear. In fact, the Company's policy in employing help is summed up in an advertisement headed, "We are looking for Intelligent Girls." The Company's officers appreciate, as any close student of human nature must, the truth of the axiom that, if one wishes to make a thing desirable to the public mind, one must surround it with an air of quasi-exclusiveness. It is to the credit of the Bell advertising that it does this without unduly narrowing the breadth of its appeal.

But the Bell is not the only corporation to employ advertising to fill its depleted forces. Other prominent firms are doing the same thing.

Not long since a company manufacturing men's wear in a town less than one hundred miles from Toronto, issued a booklet explaining the peculiar advantages of its geographical situation in general and the working conditions in the factory in particular. This piece of literature, attractively got up, was profusely illustrated with photographic views depicting actual working conditions in the factory. It, moreover, gave an interesting description of the character of the work performed; the kind of people engaged in it; the hours of labor, wages, and the like. Distributed chiefly in towns and outlying districts round about, it reinforced the advertising in the classified columns of the newspapers. Of course, it has been impossible to trace results directly; but it seems



I Like Telephone Operating

BEGINNERS find the work of telephone operating even more interesting than they expected.

¶ We have some vacancies for girls who wish to enter a desirable and profitable profession.

¶ Working hours are reasonable; protection is afforded in case of sickness; good pay, with numerous opportunities for advancement; cosy rest-rooms for off-duty periods; association with congenial companions; lunch-rooms where food may be obtained at small cost.

¶ Salary commences as soon as training begins and, when once learned, telephone operating equips a girl to earn a good living wherever she may be.

¶ If you would care to learn this desirable occupation, call at

College Exchange Building
Bellevue and Oxford Sts.

The Bell Telephone Co. of Canada

What Classified Advertisement could compare with this in human interest and direct appeal?

fair to assume that the booklet did its share toward bringing in recruits to the ranks of the company's operatives. Here again, as in other instances, much was made of the inducement, "pay while learning," and emphasis was placed on arrangements made for the care and comfort of employees. Quite a contrast, one would say, as compared with the pernicious sweatshop system which filled the mouth of the moral reformer some years ago.

Still another concern, The Canadian H. W. Gossard Corset Co., Limited, through display advertisements in the daily newspapers held out the inducement of a profit-sharing plan to prospective employees with such good results that the advertising had soon to be withdrawn. Advertisements measuring two columns wide by five inches deep were run in a list of Ontario dailies. Although the copy was designed to present a fairly complete picture of working conditions in the Gossard factory, especial stress was placed on the fact that each girl hired participated in the yearly profits of the company up to 10 per cent. of her salary. Other inducements offered were interesting needlework, congenial company, healthful surroundings and the payment of good wages. Each advertisement heading was pithy and provocative in a way to arouse quickly the curiosity, interest, and enthusiasm of girls, normally intelligent and capable, who were looking for something more than a "stop-gap" or mere living. So successful was the series in Canada that it was later used by the head office in Chicago as a means of recruiting girls for the American factories.

Obtaining Extra Help

Again, a rather original device to obtain extra help during a rush season was adopted by a department store in a large American city in the South. The manager of the store, wishing to get the names of saleswomen who might be available for the women's shoe department during the holiday trade, overhauled its payroll books for two years. Sixty names of former employees who might have married were secured and letters sent to them asking them to help out, for part time at least, whether or no they needed the money that would be paid them. The T. Eaton Company, Limited, it may be noted, is now trying out a similar plan, and in the classified columns of the daily press are offering positions to women, married and unmarried, who because of household duties or other ties can only spend part of the day at an outside occupation.

But such expedients, valuable as they may be for emergencies, are, after all, only temporary. For the indispensable condition of permanent help we must look further. Unquestionably, the motive which operates chiefly in keeping an employee in a place is contentment—satisfaction with the work and the circumstances under which that work is performed. Thus we find upon analysis that the thought, energy and skill of the more intelligent and discerning employers of of labor are directed toward the establishment of conditions which, taken altogether, will tend to prevent the disintegration of their forces and minimize the economic losses caused by the departure of trained workers and the consequent "breaking in" of new help.

Humanizing Industry

Such a move indeed may well be considered one of the indispensable preliminaries to the solution of labor turnover. Although in reality the ultimate success of any scheme of this kind postulates a humanizing of industry. So long as the workers feel that their interests are hostile to those of the manufacturers, no form of reward will go far in attaining the co-operation sought. Once, however, a manufacturer has succeeded in bringing about a good spirit of co-operation between himself and his employees, he should not hesitate to tell his fellow employers about it. And the obvious, the most direct, means for the dissemination of such information is through the medium of the press.

Manufacturers who have adjusted their relations with their employees on the basis of post-bellum conditions are in a first-rate position to bid for the services of competent help and by this means grant to outside firms the privilege of learning by what means labor may best be induced to remain constant and contented. Take, for instance, the case of the A. B. Kirschbaum Company, of Philadelphia, manufacturers of men's clothing. This firm recently made the experiment of applying large space to the solution of a strike called in their plant in last December by the Amalgamated Clothing Workers. As everyone familiar with the clothing business knows, December marks what is probably the busiest period in the whole year, as the trade is then working full blast on

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Notes on Transportation Matters

Shipments from U.S. to Canada — C.P.R. Cartage Arrangements — Wage Award on U.S. Railroads — Increase in Express and Freight Rates

By S. B. BROWN

Assistant Manager, Transportation Department, C.M.A.

Prepayment of Freight Charges on Shipments from United States to Canada

This question which has been under active consideration since the latter part of April, is still unsettled. Meetings have been held between representatives of the Association and the Railways; also with the Board of Railway Commissioners. In addition to this, conferences have been held in the United States between shippers and railways, as well as the Interstate Commerce Commission, and just recently a conference was held in Washington and again in New York between the Canadian Railway Commission and the Interstate Commerce Commission, but as yet no decision has been reached. It is expected that the Interstate Commerce Commission will give a definite and final decision on this question in the very near future, as a result of the conferences recently held in Washington. It is to be hoped that this decision will be of such a nature as to remove onerous conditions which have been brought about by the prepayment order in effect since May 1st.

From what has been stated by the Canadian railway companies it would appear that the American railroads, while securing American money for the through rate to Canadian destinations are paying the Canadian railroads in Canadian funds; thus benefiting to the extent of the exchange on the Canadian portion of the rate. In other words, they are receiving more than their legal tolls. There is no question, however, but that the working out of a system for charging the American portion of the rate on the basis of American money and the Canadian portion of the rate on the basis of Canadian money, is a very difficult problem, and one which would require the co-operation of Canadian and American railways. A great number of members have been required to pay a considerable sum of money since this order was placed in effect, outside of the fact that they have also found it very difficult properly to handle the various accounts. There is no doubt that the decision on this question will be welcomed by all concerned.

Canadian Pacific Railway Proposes to Cancel its Cartage Arrangements

The Canadian Pacific Railway by a supplement to its tariff No. 2945 proposes, effective August 15th, to cancel all cartage arrangements in Eastern Canada. For a great number of years all railways in Eastern Canada have maintained cartage agents at a number of the larger centres, for the purpose of picking up and delivering merchandise traffic. These cartage companies have acted as the agents of the carriers, in so far as regular cartage traffic is concerned. The proposal of the Canadian Pacific Railway is rather unusual, when it is understood that both the Grand Trunk Railway and the Canadian National Railway propose to continue their arrangement with their cartage agents.

The effect of the cancellation of this arrangement will necessitate consignees or shippers making special arrangements with some cartage agent, or maintaining a cartage service of their own. If this cancellation is allowed to take effect, it is assumed that the Canadian Pacific Railway, at its different freight stations will treat all cartage services alike; whereas, to-day, on account of their arrangement with the Dominion Transport Co., acting as agents for them, preference is given to that company. One of the results of this cancellation will probably be a congestion of freight sheds.

The Toronto and Montreal Boards of Trade, it is understood, have requested the Board of Railway Commissioners to postpone the effective date of the cancellation of the above mentioned agreement. No word has been received from the Board up to the time of writing as to what action will be taken. It is expected that Boards of Trade in various other cities where arrangements will be cancelled, will join with the Toronto and Montreal Boards of Trade in protest.

New Wage Award on the United States Railroads

On July 20th, at Chicago, the United States Railroad Labor Board issued decision No. 2 (Dockets 1, 2 and 3), allowing an increase in the wages of railroad employees, other than division or general officers, averaging approximately 21 per cent. Section No. 6 adds 8c per mile for pay to engineers and firemen in the passenger service, and $1.04 per mile in the freight service; while conductors and brakemen are given an increase of 67c per mile in the passenger service, and $1.04 in the freight service. Where the basis of payment is per day, or per month, the additions for passenger conductors or brakemen is $1.00 per day, or $30.00 per month; and freight conductors or brakemen $1.04 per day. A day is considered as eight hours, and a month as 25½ days.

From reports in the press it would appear that the Canadian railway officials intend to adopt this award in Canada. In fact, Hon. Dr. Reid, Minister of Railways and Canals, is quoted as having stated in Vancouver that the Canadian National Railway would adopt the award. It is stated that the award in the United States will add in round figures $600,000,000 to the payrolls of the railroads, which, in turn, the railways of the United States propose to collect from the public, by a further increase in freight or passenger tolls; this increase to be in addition to the proposed increase of approximately 30 per cent. in Eastern and Southern territories and 24 per cent. in Western territory.

Forty Per Cent. Increase in Express Rates

Following closely upon the application of the railway companies for an increase in their freight rates, the Express Traffic Association of Canada, on behalf of a number of the express companies, filed an application for an increase in their rates of 40 per cent. In support of the application statements of the Canadian and Dominion Express Companies are submitted, showing the total expenses and total revenues for the years ending June 30th, 1913 to 1919, and the period ending March 31st, 1920, in the case of the Canadian Express, and May 31st, in the case of the Dominion Express. The Canadian Express Company's net loss for all these years amounts to $96,439—and the Dominion Express Company's net loss to $2,817,209.99. The large disparity between the

Canadian and Dominion Express Companies' amounts, may be due to various causes:

(a) The larger earnings of the Dominion Express.

(b) The larger expenses.

(c) The contract which they have with the C. P. R., which requires that they pay one and one-half times the standard first class rate, as compensation to that Railway Company.

Up to the time of writing no date has been set for the hearing of the express companies' application.

Thirty Per Cent. Increase in Freight Rates

On July 9th, 1920, the Railway Association of Canada, on behalf of various railways in Canada, filed with the Board of Railway Commissioners an application for authority to increase their freight rates by 30 per cent. There is no attempt in the application to supply any detailed information, or authoritative figures in support thereof. From this it is assumed that the railways are preparing detailed statements, showing their actual position, for submission to the Board of Railway Commissioners. The Transportation Committee of the C. M. A. held a meeting on July 15th, when this question was given very careful consideration. It was the opinion of the meeting that counsel should be retained for the purpose of assuring the proper consideration of this question, to the end that any increase which may be allowed must be based on statements submitted by each railway, showing their actual position, bearing in mind particularly the position of the Canadian Pacific Railway.

From press reports, and information at hand, it would appear that it is the general opinion of the public, shippers and consumers, that some increase in freight rates is necessary, but that without any information of a definite nature before the public it is unable to say that the amount requested is proper. A great many of the shippers are opposed to the principle of horizontal increases in freight rates. To anyone familiar with these conditions, the effect is quite obvious. In fact, as a result of the 15 per cent. and 25 per cent. increases, many of the rate fabrics have been thrown out of line, which condition will certainly have to be remedied. The members will have received circular No. 276, advising in regard to this question. It has been stated that only one hearing will be held in regard to this question, on August 10th, at Ottawa.

New Rolling Mill

Dillon Crucible Alloys, Limited, of Welland, Ontario, Have Installed a 10-in. Mill

The Dillon Crucible Alloys, Limited, of Welland, Ontario, have installed a 10-inch rolling mill, which is at present in operation. The new mill has a capacity from ¼-inch to 2⅜-inch rods and squares. Nine men are employed at present, but from three to five more will be needed when the mill is running to capacity.

Home Products Fair

Larger than Ever, Will be Held in Victoria, B.C., from September 20th to 25th, inclusive

The Home Products Fair will be held in Victoria, B.C., from September 20th to 25th next, inclusive. We are informed that the Fair this year gives promise of being much larger and more representative than any previously held, and as those that have gone before have been highly successful we look for still bigger things this fall. As the name implies, it is a "Home Products" Fair, and those who are interested in British Columbia products, either as manufacturers or users, would be well advised to patronize it.

Recent Fires

Serious Fire Losses at Medicine Hat, Alta., St. John, N.B., and St. Thomas, Ont.

The building and plant of the Saskatchewan Bridge & Iron Company at Medicine Hat, Alberta, were entirely destroyed in a recent fire. The value of the equipment is estimated at $250,000.

On the morning of July 20th, the Provincial Chemical Fertilizer Company's plant at East St. John, N.B., was destroyed by fire, causing a loss of about $100,000, partly covered by insurance. As the plant was some distance from the city, the fire apparatus arrived too late to save the building. The plant is owned by R. D. Patterson and was built by him in 1891.

A serious loss, estimated at over $100,000, was sustained when a fire occurred in the plant of the Canada Iron Foundries, Limited, at St. Thomas on July 29th. The pattern storage room, pattern room, store room and the roof of the casting foundry were burned as well as the material sheds and shipping room of the Dominion Brake Shoe Company, Limited. Nearly all the patterns of the Michigan Central Railway Company, valued at $30,000, were stored with the Canada Iron Foundries.

Europe's Recovery

Reconstruction Activities are Gradually Bringing England and France Back to a Normal Basis

It is gratifying to note the progress being made in Europe, more particularly in England and France, in the task of reconstruction. The question on every business man's lips no longer is, will the Allied nations be able to pull themselves out of the appalling situation in which nearly five years of gruelling war has left them, but rather how soon will these countries again be on a normal basis.

A year ago Government expenditures in England were exceeding Government receipts at a rate which seemed to make bankruptcy in national finances a dangerously probable eventuality. To-day, thanks to the courage which England has displayed in facing its financial burdens and levying the necessary taxation, this condition has been so far reversed as to place Government receipts ahead of Government expenditures and instead of bankruptcy a substantial reduction in the British national debt is a prospect of the not far distant future. British export trade continues to improve and although British labor is still giving some cause for concern this situation is vastly better than it was twelve months ago.

In France the peasants have settled down to hard work, realizing that in this alone rests their own and their country's salvation. It is said that in many sections of France the farmers are working seven days a week in an effort to do their utmost and the eminently satisfactory crop reports coming from most parts of France would seem to testify to the effectiveness of their efforts. The resumption of work in French factories located in the territory held at one time or another during the war by the Germans is proceeding more slowly, but compared to this time in 1919 the recovery is noteworthy, ranging anywhere from 45 to 75 per cent.—*From The World's Markets, published by R. G. Dun & Co.*

On page 278 of the July number an item referring to the Murray Company of Canada, Limited, states that they have taken over the plant of the Wilson Chemical Company, Limited, at St. John, N.B. This statement is incorrect. The Murray Company have not taken over the Wilson plant, but have rented space and are carrying on their business there.

Parliamentary Legislation During Past Year

Circular No. 268 of the Legal Department—Digest of Federal and Provincial Bills Affecting Manufacturing —Action taken by the Association—Disposal of the Bills

THE following is a digest of the legislation affecting manufacturing introduced during the past year in the Dominion Parliament and Provincial Legislatures. The first column gives the official number of each bill; the second column gives the gist of the bill; the third column indicates the action taken by the Legislation Committees of the Association through its Legal Department; and the fourth column shows the final disposition of the bill.

Every bill brought forward was carefully considered, and where manufacturers were concerned, proper steps were taken,—in the case of Dominion Legislation through our Ottawa office, and in the case of Provincial Legislation through the Divisional Secretaries under the direction of the Legal Department,—to safeguard their interests. In such cases, briefs were prepared pointing out the probable effects of objectionable measures, and where it was thought advisable, deputations waited on the legislatures to express their views.

1. FEDERAL BILLS

SENATE

Bill	Object	Action Taken	Disposal
D	To extend meaning of "employer" to include any number of persons, companies, etc., having interest in common.	Conferences held.	Passed.
M-5	To allow any 30 persons to form a board of trade.	Action not considered necessary.	Passed.
O-3	To continue Director of Coal operations in force till end of next session.	Conferences held; whole fuel situation investigated; views put before Government.	Passed.
Y-2	To give Minister power to call for information from any person or firm *re* conditions of employment.	No action necessary, as information is simply for administrative purposes.	Passed.

HOUSE OF COMMONS

Bill	Object	Action Taken	Disposal
3	To place steamboats on inland waters under Railway Commission.	Opposition of previous years continued by correspondence and interviews.	Dropped.
19	To consolidate Patents Laws.	Comprehensive brief submitted; chief recommendations accepted.	Dropped in Committee.
20	To regulate import, sale, etc., of drugs.	Drug section circularized; brief submitted; chief recommendations accepted.	Passed.
27	To regulate the branding of foods and drugs.	Several delegations visited Ottawa; extensive correspondence with members of Government and Parliament.	Passed.
28	To prohibit the mixture of maple syrup and maple sugar with other substances.	Interviews with Minister; briefs submitted and such changes secured as were asked for by manufacturers before third reading in Commons; other changes now considered necessary.	Passed.
29	To regulate manufacture and sale of honey.	No action considered necessary.	Passed.
37	To regulate copyright.	Comprehensive brief submitted; deputation waited on Minister; numerous conferences; extensive correspondence; views accepted.	Dropped in Committee.
47	To regulate minimum rate of interest payable by Banks (4%).	No action considered necessary.	Dropped in Committee.
49	To regulate steamboat inspection.	No action considered necessary.	Passed.
50	To regulate quality and weight of fish and containers.	Fish packers consulted; views presented.	Passed.
103	To extend time of Oleomargarine Act until 1st March, 1922.	Representations made that legislation should be enacted making legal for an indefinite period the manufacture, sale, and importation of Oleomargarine; compromise reached, and one year extension.	Passed.
104	To regulate packing of fruit.	No action found necessary.	Passed.

BILL	OBJECT	ACTION TAKEN	DISPOSAL
126	To amend Bankruptcy Act *re* inspectors' fees, administration, etc.	No action found necessary; amendment being simply to facilitate administration of Bankruptcy Act passed in 1919, which became effective 1st July, 1920.	Passed.
157	To amend Business Profits War Tax Act.	Repeated representations made against renewal; numerous conferences with Government; extensive correspondence with members.	Passed, but tax reduced.
158	To amend Income War Tax Act.	No action considered necessary.	Passed.
165	To regulate sale and inspection of commercial feeding stuffs.	No action considered necessary.	Passed.
167	To increase charge for registered letters to ten cents.	No action considered necessary.	Passed.
178	To allow private interests to engage in the manufacture of industrial alcohol.	This legislation was introduced after delegations had interviewed the Government and pressed for the enactment of legislation likely to result in an adequate supply of industrial alcohol.	Passed.
182	To license exports.	Strongly opposed; interviews with Government; objections presented.	Dropped in Committee.
183	To amend Special War Revenue Act.	Numerous suggestions of amendments made to Minister, which in main were adopted.	Passed.
199	To make loans to shipbuilders.	Strongly supported; deputations to Cabinet.	Passed.
217	To give Railway Board control of coal and other fuels.	Closest possible touch kept with whole coal situation.	Passed.
	To amend Insurance Act, 1917, by imposing tax on unlicensed fire insurance companies doing business in Canada.	Numerous delegations visited Ottawa, protesting against proposed change.	Dropped.

2. PROVINCIAL BILLS

1. Ontario Division—1920 Session

BILL		OBJECT	ACTION TAKEN	DISPOSAL
60	Partnership Act.	To consolidate Law of Partnership.	No action thought necessary, as bill simply clarifies and declares the existing partnership law.	Passed.
65	Sale of Goods Act.	To codify law *re* sale of goods.	Amendments based on British Act submitted and adopted.	Passed.
82	Cream and Milk Purchase Act.	To regulate inspection of cream and milk.	No action considered necessary.	Passed.
100	Load of Vehicles Act.	To limit load of vehicles during March and April.	No action considered necessary.	Passed.
115	Factory, Shop and Office Building Act.	To forbid use of endless belt elevators.	No action considered necessary.	Passed.
117	Factory, etc., Amendment Act.	To repeal provision giving municipality power to regulate hours of work.	No action considered necessary.	Passed.
120	Privy Council Appeals Act.	To abolish appeals to Privy Council.	No action considered necessary.	Dropped in Committee.
150	Assessment Amendment Act.	To make dividends from shares in manufacturing business taxable.	Strongly opposed; deputation to Minister; special counsel employed, amendment vigorously contested in Bills Committee of Legislature.	Passed.
166	Factory, etc., Act Amendment.	To prohibit all Sunday and night work in bake-shops.	Co-operated with Bakers' Section in opposing.	Dropped.
226	Minimum Wage Act.	To establish board with power to fix minimum wages for women.	Investigated; consulted ex-Chairman Manitoba Wage Act; not considered objectionable.	Passed.
252	Stationary Engineers' Act.	To establish boards to examine candidates.	Approved, subject to examinations being conducted under Government auspices. Numerous conferences with Deputy-Minister of Labor, Chief Factory Inspector, etc.	Passed.
211	Workmen's Compensation Act.	To increase scale of compensation from 55 per cent. to 75 per cent. and increase pensions.	Comprehensive briefs prepared; two deputations to Cabinet; reduction from 75% to 66⅔% secured.	Passed.

2. Maritime Division

(a) NOVA SCOTIA

	Bill	Object	Action Taken	Disposal
1	Employment Agencies Act.	To do away with fraudulent agencies.	Approved, and support given in Legislature.	Passed.
2	Workmen's Compensation Amendment Act.	Increases in rates of compensation.	Brief submitted; successfully opposed increase in scale of compensation from 55 to 66⅔%.	Passed.
3	Minimum Wage Act.	To regulate hours and wages for women.	In line with National Industrial Conference resolution in regard to wages.	
4	Native Ores Act.	To encourage working of native ores by granting refund of royalties on coal.	No action considered necessary.	Passed.
5	Mineral Rights Act.	To vest in Crown all minerals except limestone and building.	No action considered necessary.	Passed.
6	Factories Act Amendment.	To establish a basic eight hour day.	Strongly opposed; numerous conferences held.	Dropped.

(b) NEW BRUNSWICK

1	Workmen's Compensation Amendment Act.	To increase compensation to widows, etc., and to permanently disabled.	No action considered necessary.	Passed.
2	Factories Act.	To consolidate laws for protection of factory workers; inspection put under Workmen's Compensation Board.	Carefully considered; not regarded as objectionable.	Passed.
3	Corporations Tax Act.	To impose 2 per cent. tax on net premiums paid to unlicensed insurance companies.	Briefs, with amendments submitted; chief recommendations accepted.	Passed.
4	Water Powers Development Act.	To appoint Commission with power to expropriate sites and develop electrical energy.	No action considered necessary.	Passed with alterations.

3. Prairie Division

(a) MANITOBA

	Bill	Object	Action Taken	Disposal
1	Workmen's Compensation Amendment.	To increase scale from 55 per cent. to 66⅔ per cent. and increase benefits to widows.	Representations made and compromise effected after conferences and negotiations.	Passed.
2	Electricians' License Act.	To abolish right of factory engineers to repair plant machinery.	Amendment successfully opposed.	Dropped.
3	Temperance Act Amendment.	To require manufacturers to buy alcohol through Government vendors in ten gallon quantities.	Carefully investigated, and representations successfully made.	Dropped.
4	Industrial Conditions Amendment Act.	To recognize the right of employers and employees to organize for any lawful purpose.	Co-operated with general body of employers in opposing Anti-Injunction Bill, the result being that bill was dropped and present amendment substituted.	Passed.

(b) SASKATCHEWAN

1	Bureau of Labor Act.	To set up a bureau to gather information *re* labor troubles, hours, conditions of employment, etc., and to administer the Factories' Act, the Employment Agents' Act, etc.	No action thought necessary, the information being for administration purposes.	Passed.
2	Factories' Act Amendment.	To limit hours for women, young girls and youths to 48 per week; also to regulate construction and operation of elevators.	Statistics and information presented.	Passed.

(c) ALBERTA

1	Workmen's Compensation Act.	To increase benefits to workmen to 55%; to widows $30.00 per month, and to children $7.50 per month.	Numerous conferences and extensive correspondence.	Passed.

4. British Columbia Division

1	Workmen's Compensation Act.	To increase benefits to dependents of workers.	After full consideration, increases not opposed, as it appeared no material addition to burden on industry would result.	Passed.
2	Mothers' Pensions Act.	To provide pension of $42.50 per month for mother and one child under 16.	No action considered necessary.	Passed.
3	Eight Hour Day in Lumber Industry Bill.	To introduce eight hour day in lumber industry.	Co-operated with the other organizations opposed to Bill in presenting to the Government the views of manufacturers; the object in view being attained.	Dropped.

Doubts having arisen as to the status and powers of the Board of Commerce, the Board submitted a stated case to the Supreme Court of Canada to determine whether, in fact, Parliament had power to create the Board of Commerce. A copy of the stated case being served on the Association and other representative bodies, the Legal Department instructed Mr. W. N. Tilley, K.C., as Special Counsel, to represent the Association on the argument. Meantime, the officers of the Board of Commerce having resigned, and the Supreme Court of Canada being equally divided in its judgment as to its constitutionality, the Government carried an appeal to the Privy Council, which is now pending.

Yours faithfully,

H. MACDONALD, *Secretary.*

J. E. WALSH,
General Manager.

H. W. MACDONNELL, *Assistant Secretary,*
Legal Department.

Niagara District Industrial Association Congress

AS the culmination of several months co-operative organization on the part of the industrial centres located in the Niagara Peninsula, a unique publicity programme was successfully carried out in the Niagara district on Monday, Tuesday and Wednesday, August 2nd, 3rd and 4th, with the result that manufacturers throughout Canada, United States and even Great Britain have had their attention concentrated on this favored district as a suitable place to establish branch industries.

The Niagara District Industrial Association Congress, as it was called, grew out of an organization of the local Boards of Trade in Niagara Falls, Bridgeburg, Port Colborne, Welland, Port Robinson, St. Catharines, Merritton, Thorold, Port Dalhousie, the Township of Thorold and other towns and villages, comprising sixteen in all. This was under the Chairmanship of Mr. W. M. German with Mr. Louis Blake Duff as the capable General Secretary.

The object of the Congress was to bring together as many as possible American and other manufacturers for a three days "close-up" view of the electrical and transportation developments taking place in the Niagara district.

Finance, Advertising, Names, Reception and other committees were formed, adequate funds were secured by a pro-rata levy on the municipalities concerned and the Names Committee made an exhaustive compilation of firms likely to be interested in locating in the district. Each municipality set to work compiling advertising matter featuring present manufacturing firms, and setting forth in vigorous fashion the general advantages of the Niagara Peninsula and of their own towns in particular.

Invitations were sent out lavishly accompanied by the advertising matter mentioned above and every preparation made to ensure the visitors every opportunity of getting in personal contact with the district and of inspecting the splendid industries that have in recent years been established there.

The Conference opened at Niagara Falls on Monday, Aug. 2nd, at 12.30, with a luncheon at the Refectory in Queen Victoria Niagara Falls Park, where they were the guests of the Park Commissioners and welcomed by Commissioner Dr. H. Y. Grant and by Mr. W. M. German, Chairman of the Congress.

Immediately after luncheon the party to the number of about two hundred were taken through the Ontario Power Company's plant, where they viewed the immense turbines and generators producing electrical power, and later were driven in autos to the power canal to view the gigantic operations there being carried on. Earth and rock excavations, steam shovel work and rock crushing plants were inspected and the afternoon terminated with a view of the fore-bay at the Queenston end of the new power canal where the openings for the flumes are now being blasted through the cliff at Queenston Heights, giving a power head of 305 feet and capable of ultimate development of over 500,000 horse power electrical energy.

Returning to Niagara Falls, the guests were entertained at a banquet in the Clifton House, where the wonders of Niagara power were fitly presented by such speakers as Senator Robertson, Mayor Stevens, Mr. W. M. German and Mr. H. G. Acres of the Ontario Hydro Electrical Power Commission. Tuesday was transportation day and the programme included an auto trip along the Niagara Boulevard to Bridgeburg, Fort Erie and Crystal Beach, where luncheon was served in the Casino, the railroad officials present supplying the oratory. The party were here picked up by Port Colborne motorists and motored to that thriving town, where they were conducted through the International Nickel plant by Manager John More, inspected the harbor, the Maple Leaf Milling plant, the Canadian Furnace plant, and at Humberstone were met by the Welland automobilists, who carried the party down the new cement highway along the canal to Welland, where a reception was held at the Club, an address of welcome being presented by the Mayor. The party were then driven around on a tour of inspection of Welland's many industrial plants, and at 6.30 were entertained to a most delightful dinner held in the skating rink, the ladies of Welland kindly assisting in extending the town's hospitality. Mr. M. Vaughan, Chairman of the Board of Trade, presided, and the principal speakers were Senator Robertson, who outlined the transportation situation in Canada and Mayor Alex. C. Lewis, who spoke on the Deep Waterways Ship Canal and predicted that in the near future sea-going vessels from all over the world would be plying the waters of the Great Lakes and the new Welland Canal. Mr. Warren D. Howe, of Chicago, expressed the appreciation of the American guests of the Congress at the opportunity given to visit the Niagara district, and promised

(*Continued on page* 92)

Saskatchewan's New Bureau of Industries*

Functions of the New Bureau are Outlined—Its Objective will be the Development of Saskatchewan Resources for Saskatchewan—What Some of These Resources are and Their Known Extent

By HON. C. A. DUNNING

THE main aim of the Government for the new bureau will be industrial development of known resources rather than exploration in search of resources at present unknown. If we attained the ownership of the resources a survey would be necessary to base a policy for future administration of them, but until we attain or control our resources the Government is determined to stick to the encouragement of industrial development of our known resources—an industrial survey rather than a survey of natural resources.

The practicability of every industry which might appear possible of development in Saskatchewan because of the presence of raw material or other favorable conditions, will be investigated by the bureau. So far as possible the facts thus discovered will be made available to any who may be interested in developments of this character.

As industries develop, particularly industries which are based on marketing possibilities in the province, the bureau is prepared to undertake advertising on behalf of the industries without cost to the industry. That is to say: if an industry is built up in Saskatchewan which may contain a number of plants (the bureau is not particularly concerned with boosting one plant) if it depends for its existence on the support of the Saskatchewan people, the bureau will do all it can in an educational way to bring to the people of Saskatchewan the necessity of supporting their own home industry. We think this desirable and necessary especially in connection with the first survey which is to be made.

The Clay Industry

The first industry we propose making a survey of is the clay industry in Saskatchewan. I see some men here who will agree with me that it is certainly in a condition that needs a survey or an operation or something. The constantly increasing cost of lumber is rapidly reducing the margin of difference between permanent and temporary construction. I am told that at the present time the margin of difference in cost between lumber and brick construction is eaten up in the upkeep of the lumber building in five years and as the price of lumber increases the desirability of brick construction will become more apparent. The fire record of this province is not an enviable one and it is brought about by the combination of our large number of lumber buildings with the winds that sweep across our glorious prairie. We must have a development along the line of more permanent construction and hence the importance of our clay industry.

In the three cities of Prince Albert, Regina and Saskatoon, the building permits indicate that half the amount spent on buildings is spent on lumber and half on brick. In 1919 Saskatoon permits amounted to $1,404,590. $448,965 was for lumber construction. Saskatoon gives evidence of a tendency towards greater permanency of building. The whole trend in our cities is to insist on permanent construction for the protection of the city itself. As our cities grow we must expect a greater demand for clay products.

Dominion geological survey reports indicate that we have in Saskatchewan some of the most valuable clay deposits in the world. We have them right here. We have the raw material conditions here for the manufacture of clay products. The industry has not been successful except in the case of one or two heavily capitalized and well organized companies. I am not going into the reasons why the plants have not been successful. I do not know. That is why a survey of the industry is necessary. Has a plant failed because the clay is not the right kind? Did the men operating the business not know enough about it? Were they too far from a reasonably large market? What are the basic facts connected with the industry? In 1912, the last normal building year in the province, exclusive of the brick which was imported from Alberta and Manitoba in large quantities, we imported from the United States $108,000 worth of brick. In addition to that there was a very large quantity brought in from the neighboring provinces. Do you not agree with me that something should be done, if possible, to develop an industry of this kind for which there is a market for a considerably larger quantity of the product? We have eleven plants in the province and eight or nine are now in the hands of the receiver or banks. We do not intend to be satisfied with the suggestion that it is because of the war. We intend to get the facts. Two are in full operation and cannot begin to supply the demand. In the southern part of the province, near Moose Jaw, the Clay Products Company is making face and fire brick and they cannot produce nearly enough of the quantity they could sell.

It is an indication that if the industry is to be properly organized it may be necessary for the bureau to secure the services of expert clay burners for instruction purposes to keep this industry on its feet. We are prepared to go that far.

If all brick plants were in operation, according to the information in the possession of the bureau, their maximum production is less than 400,000 brick per day. Everyone knows that the consumption of brick in Saskatchewan is beyond that figure and in addition there are markets outside the province for a good article. The plant in the south is selling its brick to Winnipeg, St. Paul and other cities in the States. In my office at the present time I have some beautiful samples of pottery and ornamental tile made from Saskatchewan clay, the equal of any article of its kind I have ever seen. If we have a resource of that kind we should look into it, see what the commercial practicability of it is, get the facts and bring them to the notice of those most likely to be interested. We think the present situation in the province regarding building demands attention being given to this industry.

Lumbering

The lumber industry is not in the best kind of shape in the province. In 1919 there were thirteen mills operating. The returns to the bureau indicate the output was seventy-five million feet, board measure, to the value of $2,122,000. The biggest lumber company in this province, the Prince Al-

* Portion of an address delivered before the Saskatoon Board of Trade on the work of the new Bureau of Labor and Industries.

bert Lumber Company, has moved to Le Pas, Manitoba. The Larder Lake Lumber Company is working this season for the last time. The reason adduced is that the timber suitable for lumbering in that area is reduced to such an extent that a big mill cannot profitably operate. Our timber resources are under the control of the Dominion Government and we cannot do very much except get the facts. Large areas of valuable timber have been burned through lack of proper protection. What effect has that on the stifling of this industry? More important still; what effect has the holding of speculative licenses on the industry? Have we timber in this province held by speculators under lease on account of which the actual manufacturer of lumber cannot get it? Is that the condition? I do not know. But, in the interests of the province, we should find out.

There is the question of pulp. We all know the trouble the newspapers are having and they have the advantage over the rest of us, because when they squeal their squeal is heard. We are told there are simply immense possibilities of pulp manufacture in Manitoba and Saskatchewan. I do not know why nothing has been done to develop it. It will be the business of the bureau to find out. On the face of it I imagine there is not a sufficiently large market for paper within easy transportation of any possible pulp mill in the timber area. The bureau will get the facts and make them available to those who may be interested in the business.

Coal Mining

Then there is the question of coal. That needs a survey. You may be surprised to learn that we have fifty-one coal mines in Saskatchewan. We obtain 300,000 tons of coal a year. That kind of development is facilitated by two conditions: (1) the conditions under which mining leases are obtained; (2) our coal is of a kind which is accessible near the surface. There are two comparisons which may be made with regard to coal. In the Lethbridge field there are three mines and at Drumheller between fifty and sixty mines. The three Galt mines put out as much coal as the Drumheller for two reasons: (1) the nature of the regulations; (2) the difference in the natural condition. Drumheller mining is easier than the mining at Lethbridge. At Lethbridge it is necessary to have a big organization with lots of capital to get down to where the coal is and get it economically. At Drumheller you can dig a hole in the hillside and become a mine owner. Which is the soundest development from the standpoint of the people of the province, three or four mines with three or four overhead costs, doing business in the most up-to-date manner, or fifty-six mines peddling away in the side of a hill?

Our mining industry requires looking into. Most of you are familiar with what is being done by the Government in co-operation with the Governments of the Dominion and Manitoba to briquette Saskatchewan lignite. A plant is in course of erection near Estevan, and we have reasonable hopes that the product will be on the market this year. That is an important step forward, but it is not the only one.

Lignite Burning

Another matter about which I have recently received information in this connection. Professor Bone, of the Imperial College of Science of London, has invented a furnace for burning lignite, and the Canadian agents are prepared to erect boilers and plant for any municipality or responsible firm and to guarantee the efficiency and defer payment until the municipality or firm is satisfied that the guarantees of efficiency of the plant are complied with. The claims made are the same as those made in connection with lignite furnaces generally. The offer made by these people is of a character which gives indication that they have faith they will be able to put through their end of the deal. They require no pay unless they are able to live up to the guarantee.

Another interesting thing is the finding at the eastern edge of the lignite coal field in the south of a bituminous coal at a depth of 260 feet. It has been tested by borings which revealed a thick seam. The one weakness of the test has been that the Government experts did not take the samples. Assuming that the men who made the borings and sent the samples are honest and gave fair samples, it is certain that in the Lampman district there are valuable deposits of bituminous coal. I asked the manager of one of the lignite mines if he was aware that there was a rich seam of bituminous coal below his present workings. He said, "yes." I asked why he had not worked it and he said his principals were men that were getting a good rate of interest on their investment and this deeper development would require expensive machinery to get down to it, and they were pretty well satisfied and so let it alone.

In the north part of Saskatchewan, since the earliest times reports have been made by policemen, fur traders, Hudson Bay men and others, of coal at Lac La Ronge, about 15 miles north of Prince Albert. The geological survey mentions this, but all that is devoted to it is about one line. While I said a few moments ago that we were not prepared to undertake exploration for precious minerals, the economic value of a coal possibility in the north is so immense to the north and the central part of the province, that I am prepared to find out as much as possible, if there is coal there, what kind it is, and what there is of it. What would it mean to northern Saskatchewan to have coal within the boundaries of the province and within approximately (when a railway was built) 200 miles of Saskatoon? It would be an important economic fact to our people and might involve great development in the northern area. All these reports from different sources are surely sufficient to justify, if necessary, even a wasting of money to find out. I believe these reports are sufficient to justify the bureau in conducting a full investigation. Think of the possibilities in the north. Precious minerals, copper particularly, are being mined on the eastern boundary of the province and taken to Trail, B.C. for smelting. What would it mean to this province if this coal was found suitable for coking? We do not say it is, but we propose to find out.

Natural Deposits

There is another class of work I want to refer to. In addition to the industrial survey work, we intend also to endeavor to co-operate with our people as far as possible in locating natural deposits in the settled parts of the province. Last summer a deposit of six million tons of sodium sulphate was found in the southern part of the province. The discovery was made in an accidental manner. In order to assist in work of this kind the bureau will arrange to analyze free of any charge any specimen from a natural deposit sent in by any citizen of the province.

We know that we will have a lot of valueless pebbles and so forth sent in and that there will be a lot of work for nothing, but if one valuable deposit is discovered as a result of spending a lot of money in examining useless samples the work will be justified. A purely technical analysis of a sample is not of much value in determining the industrial possibilities of a deposit of any kind and so we propose to make commercial surveys of the deposit wherever the technical analysis is promising. We will get particulars from the person who sends in the sample as to his knowledge of the extent of the deposit, location of it, and so on, and if it looks

sufficiently promising we are prepared to make a thorough commercial survey of it in order to be able to go to the people who are interested in that industry and say we have a deposit of so and so, its location is so and so, its extent is so and so, and give all the available details in connection with it.

Water Powers

I know the difficulties are great. There would not have been any Saskatchewan to-day if men had been balked by difficulties. The west would never have been if men had balked at difficulties. It has been urged upon me—it has become a sort of litany—that you cannot have industries in Saskatchewan because you have not cheap power. I am not prepared to admit that that difficulty is impossible to overcome. We have power of a kind. Reports show that the minimum development of water power possible in the province is 568,000 h.p., and the maximum possible of 1,312,000 h.p. But this power is practically all in the north. When we get power as far north as the Churchill River the difficulties of transmission become apparent. There are very many promising developments being made in connection with the matter of more economical transmission of electrical power over long distances and it is not without the bounds of possibility that within the next 20 years it may be easily possible to transmit power from the Churchill River to Saskatoon. Whether or not water power is easily available, we certainly have vast possibilities of power development in our coal deposits to which I have already referred.

Oil and Gas

And then, I almost hesitate to say it, we have, at least prospects of oil and gas. None of the prospects have been surveyed by a competent engineer. We will have available for this service of the bureau a first-class man employed by the Dominion Geological Survey branch in the near future. Some of the more recently reported prospects are oil near Dewar Lake and gas at several points in the south, specially at Alameda. A gas flow there which has been carefully examined, is a well 400 feet deep with a flame 8 feet high and 4 feet wide which burned three days. The flame was extinguished by water. After this the pressure threw water and sand high in the air for several days until stopped presumably by choking with earth.

Sugar Beets

A man said to me this morning, this job you are tackling is a hopeless one. Maybe, but we have always been good triers in Saskatchewan. We have splendid agricultural progress and development. What we need is some industrial balance for our agricultural industry. Even there we can afford to look the industrial question over. The price of sugar, as we all know, has increased enormously. In Minnesota there are 12,000 beet farmers and a beet sugar industry. Why not in Saskatchewan? The bureau will find out.

I cite the beet sugar industry as a possibility in connection with agriculture. There was a beet sugar industry started a few years ago at Raymond, Alta., and our information is that the machinery was moved to the States because the farmers would not grow enough beets.

Yes, the difficulties are great. It has been said that there are four parties to industry—capital, labor, the community and management. I have always held the opinion that of these four, management stands very high, if not the first. I care not how much capital or labor you have or how much community interest; if you have not the executive ability at the head managing the institution, the others will fall apart.

The boards of trade of Saskatchewan have shown themselves willing at all times to take hold of something which looks promising and put it over; put into it that element of management so necessary in bringing together capital, labor and community.

The International Market for Iron and Steel*

By HERBERT P. HOWELL

Vice-President, National Bank of Commerce in New York

THE world is short of iron and steel. For four years a large share of the total output was put to non-productive uses. Demand for iron and steel is cumulative to a much higher degree than is the demand for many other classes of commodities. Iron and steel are not usually destroyed by immediate consumption, so that to-day the producer faces not only a demand augmented by population growth, but a demand for supplies to offset the years when there was not enough of iron and steel for the ordinary purposes of industry and of commerce.

The United States is by far the greatest single market for these commodities. Development of this country as a manufacturing nation is not complete, and iron and steel must be had for machinery and for all forms of plant equipment in increasing amounts for domestic uses. Increasing quantities are being used in the manufacture of machinery for the export trade. Railroads consume large tonnages of these metals, and the railroad mileage of the United States is over a third of the total mileage of the world. The use of steel as a structural material, especially with concrete, has been carried further here than in any other country.

At the end of the war there was in the United States an accumulated demand which can only be approximated. Even before the entry of the United States into the war, a very large proportion of the iron and steel output of the country was exported for military uses. The American iron and steel industry, next to the mills of France itself, was the greatest single factor in providing ordnance and munitions for the French army. While American production of rails throughout the war years fell short of the output from 1909 to 1913, rail exports for 1916 and 1917 rose to higher figures than ever before. Even these enlarged exports were exceeded by exports for 1919, which were 42 per cent. greater than in 1913. As a result, American railroads now need large tonnages of rails sufficient for accumulated replacements and expansion. The situation is the same in the case of structural steel for bridges and buildings, of steel for locomotives and cars and for machinery. It is estimated that the building industry in the United States is at least a year behind the effective demand. The shortage is especially acute in individual and corporate housing. Added to the requirements for these many uses is the demand which has arisen as a result of the rapid development of the automobile and shipbuilding industries.

* Portion of an article in the July issue of the "Commerce Monthly" of the National Bank of Commerce in New York.

The shortage in the other chief producing countries is even greater. Germany, which was a large exporter of iron and steel, is now short of these materials for domestic needs. The situation of the United Kingdom is similar. At times during the war one-third of the total ingot production was diverted to military uses. Demand for iron and steel for reconstruction has further aggravated the situation in Belgium and France.

The international demand, as distinguished from the domestic demand for iron and steel, falls into three main classes. Those countries where industrial development is in progress, but where the domestic production of iron and steel products is not commensurate with growing needs, are heavy importers. Australia, Canada and Japan are typical of this class. A second group of importing countries consists of those with relatively little industrial development. Iron and steel and their products, including machinery, are frequently among the leading imports into countries of this group, which require steel for railways, for construction and for the innumerable needs of an awakening economic life. Representative territories of this type are the Philippine Islands, the Dutch East Indies, and to a large degree, the Argentine Republic.

Effect of War

A third group is made up of countries which are themselves large producers. In the years preceding the war, Great Britain found better sale for her iron and steel in the United States than in many non-steel-producing countries. Germany usually bought more iron and steel products from her competitor, Great Britain, than did British South Africa. The United States, while normally selling both crude and manufactured steel to the United Kingdom, buys British specialties also.

The international trade in iron and steel was completely disorganized by the war, and countries dependent on an imported supply found their industrial development severely handicapped. Thus Argentina had depended chiefly for imports of iron and steel on the United Kingdom, Germany, the United States and Belgium. British exports of iron and steel to Argentina for the five years from 1909 to 1913 totalled 1,817,223 gross tons. In the five years 1914 to 1918 they totalled 534,150 gross tons. In the five fiscal years 1910 to 1914 the United States sent to Argentina 213,867 tons of steel rails; from 1915 to 1919 but 10,974 tons. The blockade of Germany and the occupation of Belgium completely cut off Argentine supplies from these two sources. Chile, which in the five fiscal years 1910 to 1914 received 56,778 gross tons of steel sheets and plates from the United States, received 23,781 tons from 1915 to 1919. The situation of all countries which are normally importers was similar to that of these two countries. The United Kingdom made a determined effort to maintain the supplies usually sent to British dominions, but nevertheless the exports to British possessions fell from 9,759,661 tons of iron and steel in the five years from 1909 to 1913 to 4,561,397 tons from 1914 to 1918.

Comparisons

Because of considerable increases in the prices of iron, steel and their products during recent years, it is necessary to make all comparisons on a tonnage basis. This results in the exclusion from statistical discussion of certain manufactures of iron and steel, such as machinery and tools, automobiles, locomotives and similar products, since they represent so advanced a stage of manufacture that available data as to the export trade in them are on a value basis only.

The following table shows the decline of exports of iron and steel from the United Kingdom during the war and the greatly increased share which was sent to France:*

Calendar year.	Total exports. (in gross tons).	Exports to France. Amount.	Per cent. of total.
1909	4,210,799	154,701	4
1910	4,588,009	151,459	4
1911	4,515,905	194,196	4
1912	4,807,528	185,444	4
1913	3,933,704	202,939	4
1914	3,884,153	156,802	4
1915	3,196,983	782,724	24
1916	3,294,624	1,667,499	51
1917	2,328,030	1,505,072	65
1918	1,608,103	936,549	58
1919	2,224,984	**	**

American iron and steel exports expanded greatly during the war and to a limited extent met the shortage in the export market created by the blockade of Germany, the occupation of Belgium and the diversion of the British output. A striking example of this readjustment is the great increase in American exports to Japan, while British shipments to Japan in 1918 fell to less than one-thirteenth of the usual pre-war figure. The table below shows total exports of the more important classes of products from the United States from 1909 to 1918.†

Calendar year.	Gross tons.
1909	1,239,710
1910	1,537,943
1911	2,183,994
1912	2,924,543
1913	2,704,810
1914	1,518,570
1915	3,463,959
1916	6,020,894
1917	6,319,853
1918	5,264,169
1919	4,291,456

The present situation in the international steel market becomes much more evident upon consideration of American exports of specific products. The average exports of steel rails in the five years from 1915 to 1919 exceeded the average for the preceding five years by 75,000 tons, but their destination was different. Before the war rail exports from the United States were widely distributed, Canada being the heaviest buyer, with Argentina, Australia, Mexico, Brazil, Cuba and Japan following in the order named. In the five years from 1915 to 1919, however, France and Russia, including both European and Asiatic Russia, which had bought no American rails during the preceding five-year period, took 45 per cent. of the average yearly exports.

Increase of Exports

Exports of steel billets, ingots and blooms for the five years 1915 to 1919 were eight times the exports of this class for the preceding five-year period, increasing from an annual average of 150,000 tons to 1,200,000 tons. The export distribution of billets, ingots and blooms has always been narrow. The noteworthy feature of the war period is the fact that France, which received no products of this class from the United States from 1910 to 1914, took 41 per cent. of the total from 1915 to 1919. While the expansion of exports to France, the United Kingdom, Italy and Canada did not directly constitute a diversion, the steel sent in this form to

* Included are pig iron; ferro-alloys; iron bars, castings and forgings; steel ingots, blooms, billets, slabs, bars, rods, castings and forgings; plates and sheets; shapes and structural material; rails; railway materials; wheels, axles and tires; tubes, pipes and fittings; hoops and strips; bolts, nuts, nails, rivets and screws; anchors, grapnels and cables; chains; wire and wire manufactures; bedsteads; and miscellaneous manufactures of iron and steel.

** Not yet available.

† Included are exports of pig iron; scrap; bar iron; steel bars or rods; steel billets, ingots and blooms; nails and spikes; pipes and fittings; radiators and house-heating boilers; steel rails; sheets and plates; structural iron and steel; tin plates, terneplates and taggers' tin; and wire.

these countries probably meant a corresponding shortage in exports to other countries of finished steel products and of machinery.

The distribution of exports of steel bars and rods, exclusive of wire rods, and of steel sheets and plates, exclusive of galvanized steel and of plates that have been punched and shaped, shows a different tendency. In the case of these two products, the American producer did much to supply the markets which could no longer secure iron and steel from their usual sources. American exports of steel bars and rods increased from an average of 148,000 tons a year for the five years 1910 to 1914 to 550,000 tons annually for the period from 1915 to 1919. Exports of steel sheets and plates from the United States for the same periods averaged 264,000 tons a year and 544,000 tons a year respectively. Before the war Canada took more than half of the total exports of steel bars and rods from the United States. The four next heaviest buyers were the United Kingdom, Cuba, the Philippine Islands and Japan. While the leading pre-war purchasers continued to buy heavily during the war period, the American steel industry was able to export greatly increased quantities of bars and rods to Argentina, Brazil, China, Hongkong and many other countries.

Steel Sheets and Plates

The export distribution of steel sheets and plates from 1910 to date has developed along lines similar to the exports of bars and rods. From 1910 to 1914 Canada took 74 per cent. of the quantity exported. While the tonnage received by that country from the United States from 1914 to 1919 was somewhat greater than the tonnage received during the preceding period, it was only 37 per cent. of the total. On the other hand, American exports of steel sheets and plates to Japan from 1915 to 1919 were over fourteen times the exports from 1910 to 1914, and exports of this class to the European Allies, Cuba, Argentina, Brazil, China, Japanese leased territory in China, Hongkong, British India, the Dutch East Indies and Australia, all showed considerable gains.

Tin-plate is another product in which American exports helped to supply the deficiency during the war. In the five years from 1910 to 1914 the leading market for American tin-plate was Canada, which received over three-fifths of the exports. China, British India, Argentina, Hongkong and Cuba were the next most important customers. Shipments to the United Kingdom were negligible. The average yearly exports of tin-plate from 1915 to 1919 were more than four times as great as in the preceding five years. This provided for larger shipments to every country. Exports to Canada, although larger in volume, amounted to only one-fourth of the total. Argentina received about fifteen times as much as in the earlier period, and Japan about seventeen times as much as before the war. Relatively large shipments were sent to continental European countries and to the United Kingdom.

Concentration of Production

The United States, Great Britain and Germany produce 80 per cent. or more of the total iron and steel output of the world, while Belgium is a considerable factor in the international market. The war had varying effects on the industries of these three European countries.

The case of Germany is clear. As a producer of iron and steel for the international market, that country need not be reckoned with at present. The war cost Germany a portion of her iron ore resources, variously estimated at from two-thirds to three-fourths of the total, and a large part of her blast furnace capacity. If coal production were satisfactory, it would perhaps be possible for Germany to secure minette ore by exchanging for it the coal which France must have. But German coal production is in a most unsatisfactory state. The loss of the mines in the Saar district means a loss of about 6 per cent. of the total annual production, but more important still has been the weakening of the working people in body and spirit by the war. The results on coal production are shown below:

Year.	Coal.	Lignite.
	(in millions of gross tons).	
1913	188	86
1914	159	83
1915	144	87
1916	156	93
1917	165	93
1918	158	99
1919	107	93

Recent German estimates of coal requirements for the country for 1920 are 117,500,000 tons, and according to the treaty terms, Germany is bound to deliver up to 43,000,000 tons per year to the Allies for the next five years. For the current year this requirement has been reduced to 20,000,000 tons. Reasonable allowance for consumption of coal for railways and ships, for household use, for public service and for other industrial uses indicates that the German iron and steel industry is bound to be short of coal. An added handicap is the difficulty of purchasing needed foreign ores of special grades because of the depreciation of the mark. These factors, together with the general industrial paralysis, seem to leave no doubt that Germany will take no considerable part in export trade for a long time to come. German official production figures to date amply confirm this gloomy outlook, production of pig iron in Germany, exclusive of Alsace-Lorraine and Luxemburg, having declined from 12,700,000 tons in 1913 to 6,200,000 tons in 1919; while steel output declined from 15,000,000 tons in 1913 to 8,400,000 tons in 1919.

French Production

As to French production, on the basis of the ore and blast furnaces acquired by the treaty, potential pig iron output has been estimated at 10,000,000 tons annually, which would leave a considerable exportable balance. However, French production is dependent on German coal, and lack of fuel and industrial disorganization have thus far kept it much below the pre-war level. Output of pig iron during the first half of 1919 was at a rate of less than 2,000,000 tons a year. Later accurate data for French production are not available. Operations in Lorraine have thus far been very disappointing. In 1913, Lorraine produced 3,870,000 tons of pig iron. Production is now proceeding at only about one-third of the pre-war rate. Lorraine mills which had accepted orders for billets from British and Belgian rolling mills, have been unable to make deliveries. France is still an importer of iron and steel, and is not likely to become a factor in the export field until such time as it takes for western Europe to recover from the industrial chaos which the war and the treaty left.

Before the war, Belgium was fourth in importance as an exporter of iron and steel. Of the total output in the years from 1909 to 1913, about 60 per cent. or over 1,000,000 tons annually went into international trade. The Belgian industry shows encouraging features and exports are increasing, but domestic demand is heavy and the amount Belgium can export will not greatly affect the international market in the immediate future.

United Kingdom Our Only Competitor

The only active competitors of the American iron and steel producers at the present time are the iron-makers of the United Kingdom. British output was well maintained until after the armistice. Since that date, however, war weariness and labor troubles have seriously curtailed British production. These adverse factors have been felt both directly, in the iron and steel industry itself, and indirectly, through coal shortage and transportation troubles. The following table summarizes the production of pig iron and of steel in that country from 1909 to 1919:

Year.	Pig Iron Production. (in thousands of gross tons).	Steel Ingot Production. (in thousands of gross tons).
1909	9,532	5,882
1910	10,012	6,374
1911	9,526	6,462
1912	8,751	6,796
1913	10,260	7,664
1914	8,924	7,835
1915	8,794	*8,550
1916	9,048	*9,196
1917	9,420	*9,804
1918	9,072	*9,591
1919	7,398	*7,894

Coal production in the United Kingdom is in a most unsatisfactory state. The annual coal output of the United Kingdom from 1909 to date is summarized below:

Year.	Coal Production. (in thousands of gross tons).
1909	263,774
1910	264,433
1911	271,892
1912	260,416
1913	287,430
1914	265,664
1915	253,206
1916	256,375
1917	248,499
1918	227,715
1919	233,000

The British iron and steel industry is not hopeful. A prominent British trade journal in this field recently stated with regard to pig iron production as follows: "With the exception, perhaps, of Northamptonshire brands, there is still no sign of that expansion of output which is so necessary to appease the world hunger for iron, . . . At the same time, the iron-masters cannot be charged with slackness in making preparations for an increased output, for there are already several furnaces only awaiting materials, but while fuel is actually insufficient for the present blowing capacity, it is idle to talk of increased production, particularly in view of the ore shortage, scarcity of wagons, and the chronic state of chaos on the railways."

United Kingdom Output

It must be recognized, nevertheless, that steel output in the United Kingdom during the first five months of 1920, although at a lower rate than in 1917, was above the rate for any other year. Exports of iron and steel must still increase before they reach the rate maintained in 1913. However, remarkable increases over exports for 1919 are shown by the British figures for the first four months of 1920. Gains were made in all the items except six, the gain for the different classes of products ranging from 8 per cent. to over 400 per cent. The British position is improving and must not be underrated.

As a result of the higher cost of mining coal, due to shorter hours, high freight rates, increasing prices of imported ore, higher wages and lower productivity of labor, British iron and steel prices have risen rapidly, until they are much higher than prices for corresponding grades in the United States.

* Including steel castings.

The arrears caused by four years' destruction of steel and by reduced output after the armistice cannot be made up in the near future by any country except the United States. Yet in the first calendar year after the war American pig iron output dropped to 31,015,000 tons, which was 8,000,000 tons below that of 1918 and practically the level of 1913. The fact that this reduction occurred without financial or industrial disturbance is a matter for congratulation, but in view of the five years' accumulated need of steel throughout the world it is a calamity.

American blast furnace capacity at the end of 1918 was reported at 49,269,000 tons, while the output of pig iron for the year 1919 totalled only 31,015,000 tons. Output was thus at the rate of 65 per cent. of rated capacity at the beginning of the year, compared with 81 per cent. of the rated capacity in 1918. Additions to blast furnace capacity during 1919 were small. The first three months of 1920 showed an expanding rate of production, but the railroad strike brought about a serious reduction, so that the April output of pig iron dropped to 2,740,000 tons. Production for May was 2,989,000 and the total for the first five months of 1920 was 15,000,000 tons. In spite of fluctuations, production in the United States is being maintained at a rate more than double the present output of Germany and the United Kingdom combined.

American Exports

The American iron and steel industry has heretofore exported a smaller share of its iron and steel output than have Germany and Great Britain. The exact ratio between exports and total production is difficult to determine. It is estimated, however, that prior to the war American exports averaged about 8 per cent. of the total pig iron production, and practically the same per cent. of total steel output. During the war the proportion of exports to total pig iron and steel output rose somewhat. In 1919, exports are estimated as about 14 per cent. of all pig iron produced. Exact figures as to the steel output for the country for 1919 are not yet available, but on the basis of an output slightly in excess of 34,000,000 tons, exports during 1919 were over 12 per cent. of total steel production. It remains to be seen whether so high a proportion can be maintained in 1920.

Yet despite unfavorable exchange, Canada must buy American sheets and plates to keep the wheels turning in her own industries. The United Kingdom received much larger quantities of steel ingots and billets from the United States in March, 1920, than during the corresponding month of 1919. Steel for shipbuilding was exported to France in April of this year in spite of exchange difficulties, and shipments of steel plates to Italy in March exceeded those made in March, 1919. It is to be expected that foreign customers will restrict their purchasing at times in response to disadvantageous exchange conditions, but in such periods the shortage grows and must eventually be met.

Even assuming a production of pig iron in 1920 equal to that of the best war year and a rate of export somewhat higher than that of the pre-war years, the exportable surplus is not likely to equal Germany's annual exports in the years immediately preceding 1914. The United Kingdom is unable at present to recover her former volume of exports except at a sacrifice of domestic needs. There can be no question, therefore, as to sufficient foreign outlets for all the United States can spare and more. The American iron and steel industry has the resources, the capacity and the industrial organization to produce largely beyond domestic needs. A responsibility rests upon this country to maintain production at a point where the industry can do its share toward satisfying the world-wide need of steel.

Made-in-Canada Movement in B. C.

Wholesalers, Retailers and Manufacturers in our Great Port on the Pacific Coast Unite to Promote the Sale of Made-in-Canada Goods and Beat the Exchange Rate — Press Co-operate

VANCOUVER is the latest centre to organize a vigorous Made-in-Canada campaign. Early this summer, under the chairmanship of Mr. Dunsmuir, a joint committee representing the wholesale, retail and manufacturing sections of the Vancouver Board of Trade was formed to see what could be done to promote the display and sale of Made-in-Canada goods. Several enthusiastic organization meetings were held, the younger business men of the city got behind the movement, funds were raised, plans formed for securing the co-operation of the retail trade, and the latter were supplied with suitable placards for use in their windows and counters. Some of these are reproduced in connection with this article.

The movement enlisted the interest of the local press, the *Vancouver Daily World*, in a recent issue, commenting as follows:

British Columbia retailers, wholesalers and manufacturers are co-operating in a campaign seeking to bring about greater consumption of home-manufactured products, and are going into the campaign with a vigor that augurs well for its success. This is not the first time that such an effort has been put forward in this province, but it is the first time that British Columbia as a whole, supported by other provinces in the Dominion, has gone into the attempt with such seeming wholeheartedness. The fact that the co-operation of not only this province, but also of other sections of Canada are behind the movement, was proven by the attitude displayed by the Canadian Manufacturers here recently.

The campaign was launched here at a meeting of the wholesalers of the Board of Trade some time ago, and it is doubtless due to the broad viewpoint taken by them, that it has started out under such promising auspices. These men, while more directly concerned about the sale of British Columbia products, went on record as favoring the promoting B. C. goods, Canadian goods or British Empire-made goods. By placing British Columbia-made goods first, they showed that they realized the duty they owed to their home industries, and after that to Canada and the Empire at large.

Pronounced demand for the products of any province or country means a guarantee of sales sufficient to encourage factory expansion. By such expansion new wealth would be created through increased production and steady and profitable employment would be provided for new industrial populations. Any substantial increase in industrial workers means bigger and better markets for other products of the country, and in this the farmer, as much as anybody else in the country will benefit.

Another benefit arising from supporting home industry is that each successful undertaking makes possible the creation of others. Subsidiary industries spring up from the larger industries, as has been well evidenced by the inception and growth of the shipbuilding and allied industries in this province. Similar conditions surround other lines of manufacture. Each successful industry helps to render possible some other.

It is unnecessary to point out the great lesson taught Canada in regard to the existing exchange situation, or to point to the huge sums of money this Dominion is paying the United States in exchange alone, except to allude to the fact that at the rate of exchange which existed for the past year—from 10 to 17 per cent. against us—it has been estimated by one authority that it is costing Canadian consumers between $75,000,000 and $100,000,000 a year, or prac-













tically the equivalent to five and a half per cent. on Canada's national debt.

Another phase of the "Made-in-Canada" idea is the movement to bring about the manufacture of more of the raw products of this country, instead of shipping them out of the country for manufacture and re-export in the finished state. "Produce at Home," "Buy at Home," and "Export Finished Products" are three of the slogans that have been adopted in connection with this campaign, and if these are lived up to there need be little worry about the future of this country or of the people living in it.

Steamship Sailings

Proposed Sailings from Montreal, Quebec, and Vancouver subject to Change without Notice

FROM MONTREAL.

To Liverpool.

*Emp. of France	C.P.O.S. Line	Ab't	Aug. 11
Canadian Trapper	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 14
Metagama	C.P.O.S. Line	Ab't	Aug. 14
Megantic	White Star-Dominion Line	Ab't	Aug. 21
Corsican	C.P.O.S. Line	Ab't	Aug. 21
Canada	White Star-Dominion Line	Ab't	Aug. 24
Dominion	White Star-Dominion Line	Ab't	Aug. 27

*Sails from Quebec.

To London.

Scotian	C.P.O.S. Line	Ab't	Aug. 13
Verentia	Cunard Line	Ab't	Aug. 17
Dunbridge	C.P.O.S. Line	Ab't	Aug. 18
Tunisian	C.P.O.S. Line	Ab't	Aug 20

To Glasgow.

Pretorian	C.P.O.S. Line	Ab't	Aug. 11

To Avonmouth Dock (Bristol).

Louisiana	Cunard Line	Ab't	Aug. 22
Turcoman	Dominion Line	Ab't	Aug. 31

To Cardiff and Swansea.

*Can. Voyageur	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 20

*Cardiff only.

To Manchester.

Manchester Corporation	Manchester Liners	Ab't	Aug. 11
Manchester Division	Manchester Liners	Ab't	Aug. 18

To Hull.

Rossano	Furness Line	Ab't	Aug. 15

To Belfast.

Lord Antrim	Head Line	Ab't	Aug. 12

To Dublin.

Ramore Head	Head Line	Ab't	Aug. 25

To Antwerp.

Batsford	C.P.O.S.-Furness Line (C.P.O.S.)	Ab't	Aug. 17
Dunbridge	C.P.O.S.-Furness Line (C.P.O.S.)	Ab't	Aug. 18

To Bordeaux.

Georgie	Fracanda Line	Ab't	Aug. 20

To St. Nazaire (France).

Alston	Marine Navigation, Ltd.	Ab't	Aug. 15

To Antwerp.

Dunbridge	C.P.O.S. Line	Ab't	Aug. 18

To Rotterdam.

Fanad Head	Head Line	Abt.	Aug. 16

To Buenos Aires, Montevideo, Rosario (South America).

Hostilius	Houston Lines	Ab't	Aug. 25

To Rio de Janeiro, Brazil, Montevideo and Buenos Aires.

Canadian Spinner	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 24

To Barbados, Trinidad and Demerara.

Canadian Farmer	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 11

To Kingston (Jamaica).

Can. Adventurer	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 19

To India and Far Eastern Ports.

Canadian Pioneer	Can. Gov't Mer. Marine, Ltd.	Ab't	Aug. 25
City of Agara	Ellerman Bucknalls	Ab't	Aug. 30

To South Africa—Cape Town, Port Elizabeth, East London, Durban, Delagoa Bay.

Jebba	Elder-Dempster Line	Ab't	Aug. 15

To West Africa—Dakar, Sierra Leone, Seccondee (for Kumassi), Winnebah, Accra, Lagos, Port Harcourt.

A Steamer	Elder-Dempster Line	Ab't	Aug. 25

To Australasian Ports—Melbourne, Sydney, Auckland, Wellington and Dunedin.

Otira	New Zealand Shipping Co.	Ab't	Aug. 20

FROM VANCOUVER.

To Kobe, Yokohama, Moji, Nagasaki (Japan).

*Mattawa	C.P.O.S. Line	Aug. 15
‡Empr. of Japan	C.P.O.S. Line	Aug. 17
‡Empr. of Asia	C.P.O.S. Line	Aug. 26
Tyndareus	Blue Funnel Line	Early Aug.
Ixion	Blue Funnel Line	Early Sept.
*Monteagle	C.P.O.S. Line	Sept. 14
*Methven	C.P.O.S. Line	Sept. 17
‡Empr. of Russia	C.P.O.S. Line	Sept. 23
‡Empr. of Japan	C.P.O.S. Line	Oct. 12
‡Empr. of Asia	C.P.O.S. Line	Oct. 21

To Shanghai, Hongkong (China).

Mattawa	C.P.O.S. Line	Aug. 15
Harold Dollar	Canadian Robert Dollar Co.	Middle Aug.
Empr. of Japan	C.P.O.S. Line	Aug. 17
†Tyndareus	Blue Funnel Line	Early Aug.
Empress of Asia	C.P.O.S. Line	Aug. 26
Bessie Dollar	Canadian Robert Dollar Co.	Farly Sept.
Monteagle	C.P.O.S. Line	Sept. 14
†Ixion	Blue Funnel Line	Early Sept.
Methven	C.P.O.S. Line	Sept. 17
Empr. of Russia	C.P.O.S. Line	Sept. 23
Empr. of Japan	C.P.O.S. Line	Oct. 12
†Protesilaus	Blue Funnel Line	Middle Oct.
Empress of Asia	C.P.O.S. Line	Oct. 21

To Manila (Philippine Islands).

Melville Dollar	Canadian Robert Dollar Co.	
Harold Dollar	Canadian Robert Dollar Co.	Middle Aug.
Empress of Asia	C.P.O.S. Line	Aug. 26
Bessie Dollar	Canadian Robert Dollar Co.	Farly Sept.
Ixion	Blue Funnel Line	Middle Sept.
Empress of Asia	C.P.O.S. Line	Oct. 21

To Singapore (Strait Settlements).

Mattawa	C.P.O.S Line	Aug. 15
Harold Dollar	Canadian Robert Dollar Co.	Middle Aug.
Bessie Dollar	Canadian Robert Dollar Co.	Early Sept.
Ixion	Blue Funnel Line	Early Sept.
Methven	C.P.O.S. Line	Sept. 17

To Honolulu and Suva.

Tahiti	Canadian Australian Line	Aug. 11
Niagara	Canadian Australian Line	Sept. 15
Tahiti	Canadian Australian Line	Oct. 4

To Australian and New Zealand Ports.

Tahiti	Canadian Australian Line	Aug. 11
Can. Exporter.	Can. Gov't Mer. Marine	Aug. 12
Waimarino	Canadian Australian Line	Early Sept.
Niagara	Canadian Australian Line	Sept. 15
Canadian Winner	Can. Gov't Mer. Marine	Sept. 15
Tahiti	Canadian Australian Line	Oct. 4
Rona	Canadian Australian Line	Middle Oct.

‡Do not call Moji.
†Do not call at Shanghai.
*Do not call Nagasaki.

Silica and Talc

The British Columbia Silica and Talc Company Have Quarries at North Bend, B.C.

An industry recently established in British Columbia is the British Columbia Silica & Talc Company, who have been in operation for the past six months and are employing ten to fifteen hands in their plant. The quarries of this company are located at North Bend, B.C., approximately 125 miles east of Vancouver on the C.P.R. main line. About five million tons of silica and talc are in sight, both practically pure in their natural state. At the present time the company are exporting 200 tons of silica a week to the United States.

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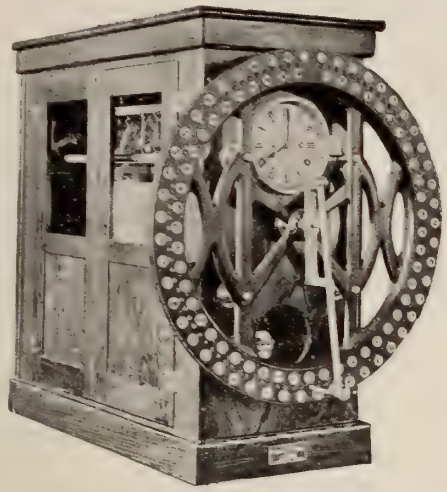
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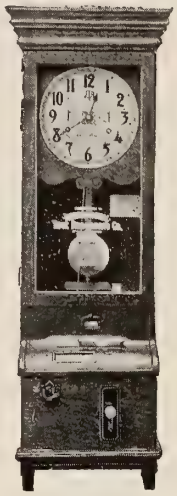
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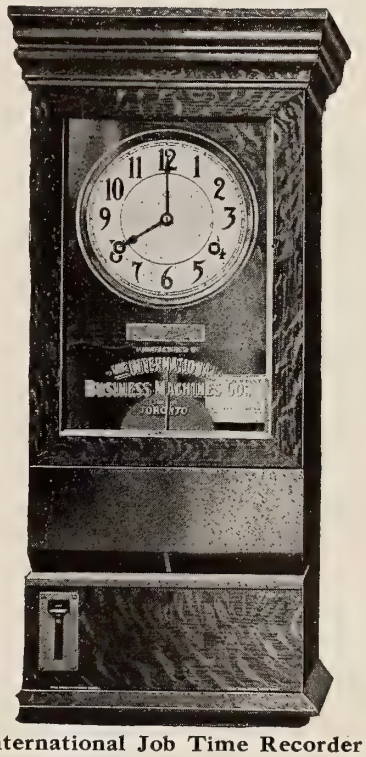
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Niagara District Industrial Association Congress

(*Continued from page* 80)

to carry back with him the most favorable impressions and become a booster for the Niagara district.

Wednesday was devoted to the industrial and fruit district along the canal belt. The rendezvous for the party was the Welland House, St. Catharines, and around 9.30 the motorists left carrying the visitors first around the industrial districts of the City of St. Catharines and out to Port Weller to view the gigantic first lock and the tremendous new harbor with its mighty breakwaters built up from the debris taken from the canal excavation. While work is not at full headway on the canal, there was enough activity to give one an idea of the tremendous work involved.

From Port Weller the party were taken through the orchards and vinelands to Port Colborne, then back through St. Catharines to Thorold, where a luncheon was served in the new hall. Mayor Foley presided and short and snappy addresses were given by representatives of the neighboring municipalities. After luncheon all were driven out to lock 24 to view one of the large rock cuts on the Welland Ship Canal and later inspected the Ontario Paper Company, the Beaverboard and Riordan Paper plants, then back to St. Catharines, taking in the town of Merritton on the way.

The Congress was concluded with a banquet at the Welland Hotel on Wednesday night, Mayor Lovelace acting as toastmaster. Senator E. D. Smith was the principal speaker of the evening, dealing with fruit growing and transportation. Among the other speakers were H. M. Bell, Secretary Chamber of Commerce, St. Catharines, Ex-Mayor W. J. Burgoyne and E. C. Graves, President of the St. Catharines Chamber of Commerce. Representatives of the Guelph Board of Trade were also present as guests.

At one of the concluding sessions a suggestion was made and enthusiastically received to make the organization permanent, and this is likely to be carried out.

Sudbury Mill Moved

G. Copeland & Sons are Moving a Mill from Sudbury to Midland, Ontario

G. Copeland & Sons, millers, grain and seed merchants, with head office at Midland, Ont., have purchased the plant of the Sudbury Flour Mills at Sudbury, Ont. The intention of the purchasers is to wreck this mill, move it to Midland, and re-erect alongside the Grand Trunk elevators there. The work of wrecking and moving is now in progression. In addition to the better elevator facilities secured by the new location, the present output of the Midland mills should be increased by some 1,150 barrels a day, that being the capacity of the Sudbury plant.

The General Motors Corporation at Oshawa, Ont., has donated the 65-acre Henry farm on the lake shore to the town to be converted into a public park. The sum of $9,000 was also donated by the corporation, $3,000 to be used in initial improvements to the above land and $6,000 to be used in procuring and equipping a public playground in the Southeast Ward.

Sir Lomer Gouin, who recently retired from the Premiership of the Province of Quebec, has been elected a director of the Laurentide Company.



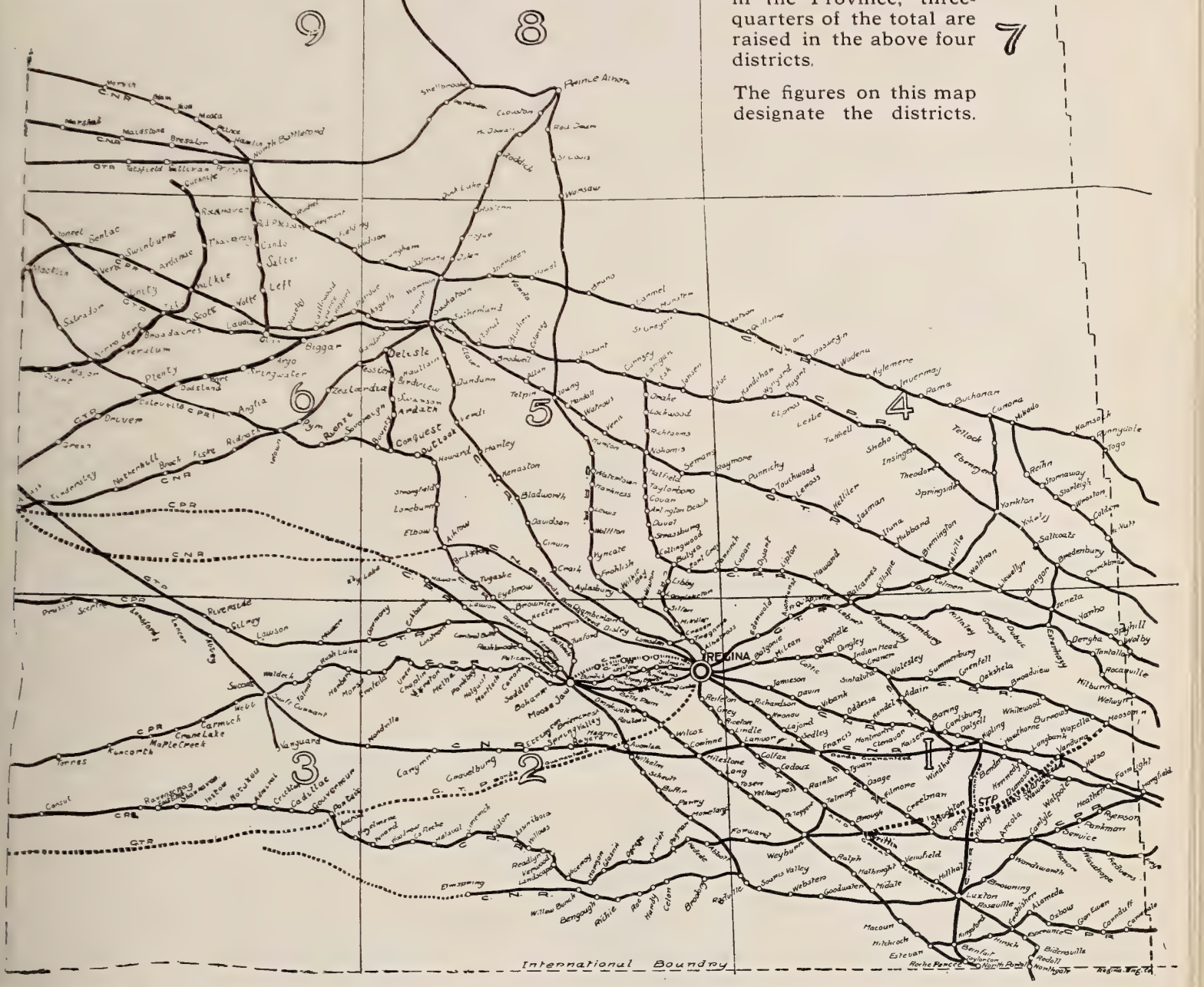
REGINA
Saskatchewan
Canada

1920

Regina serves 2,255 miles of Railway and 250 towns and villages. Population of District 466,666.

In districts Nos. 1, 2, 4, and 5 are two-thirds of the population of the Province, and over two-thirds of the grain of the Province is raised in these four districts. Of the 1,870,123 head of stock in the Province, three-quarters of the total are raised in the above four districts.

The figures on this map designate the districts.



REGINA

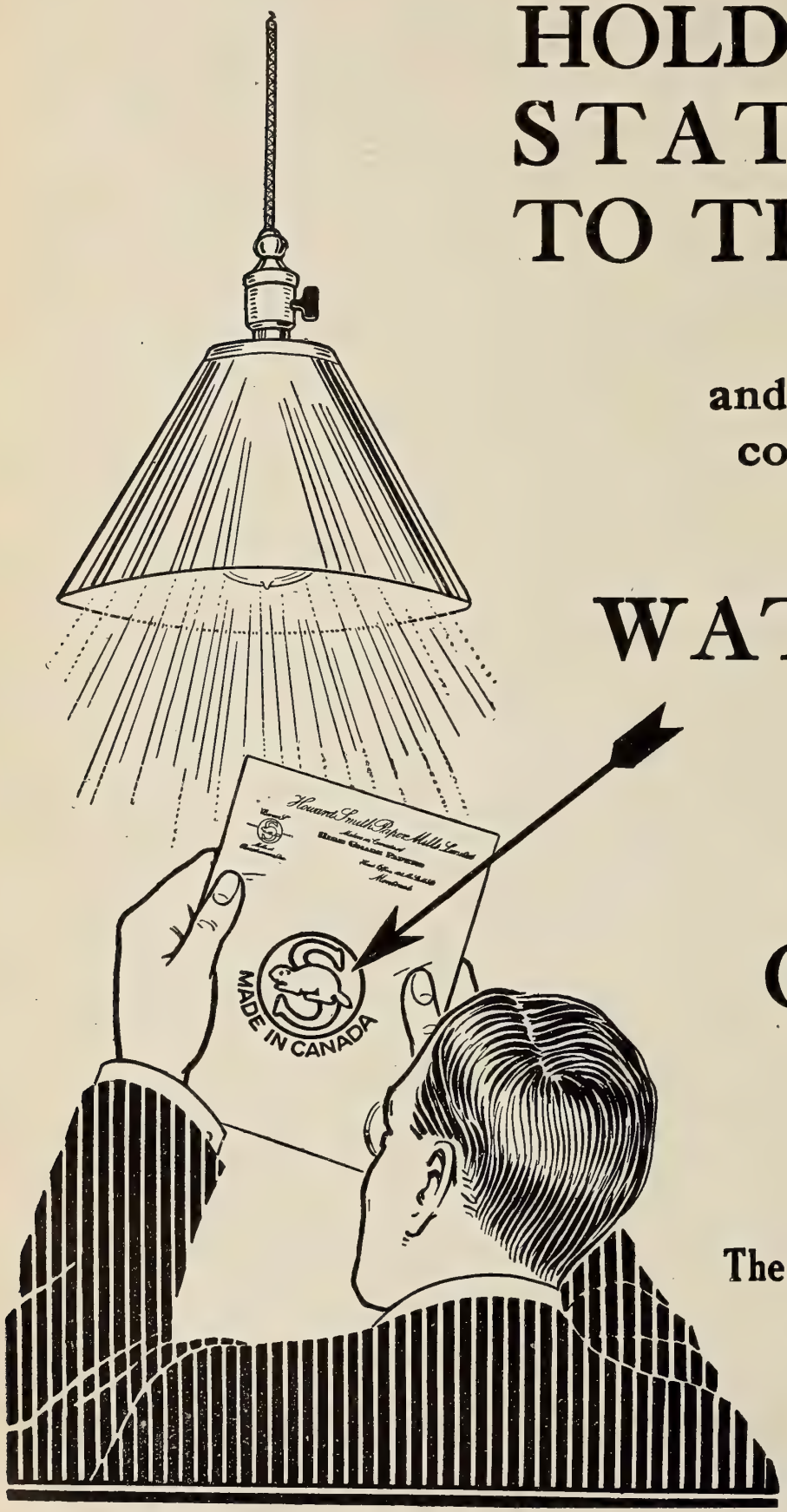
Saskatchewan's capital, is one of the few cities visited by the members of the Canadian Manufacturers' Association on their trip west to Vancouver, where the annual convention of the Association was held. Many of the manufacturers expressed great surprise at the growth and development that has taken place in this city during the last few years and predicted for it a great future, claiming that its geographical situation was of exceptional advantage as a distributing centre. The following is Regina's building programme, as of May 31st, for 1920:

Regina Trading Co.	$200,000	Sellers' departmental store extension	$50,000	Winnipeg Ceiling & Roofing Co.	$40,000
Fairbanks-Morse Co.	200,000	Car barn extension	30,000	Exhibition Grounds extensions	60,000
Provincial War Museum	500,000	Hospital extension	85,000	Disposal Works extensions	30,000
Wood, Vallance & Co.	250,000	Bapco warehouse	40,000	P. Burns & Co.	100,000
Public Schools (2)	250,000	Nay and James Block	20,000	Swift Co.	250,000
Collegiate extension	150,000	14th Avenue Methodist Church	10,000	Allan Wilkinson Stores	25,000
Sask. Co-operative Creamery	150,000	Carmichael Presbyterian Church	25,000	Leader Publishing Co.	20,000
Advance Rumely Co.	150,000	Wascana Boat Club	10,000	Miner Rubber Co.	50,000
Ford Motors, Limited	100,000	Red Cross Lodge	6,000	Masterson's Garage	35,000
Merchants Bank	100,000	Harding Garage	30,000	Bell & Ross Warehouse	35,000
350 residences, an average of $3,000 each	1,050,000	Wheelan's Garage	18,000		

Not a few of the above buildings are well under way of completion.

For further information apply to L. T. McDONALD, Board of Trade, Regina or Commissioner L. A. THORNTON, City Hall, Regina

HOLD UP YOUR STATIONERY TO THE LIGHT



and see that it contains this

WATERMARK

It is your guarantee for

QUALITY

-Made-in-Canada—

BY

The Howard Smith Paper Mills
LIMITED

138 McGill St., MONTREAL

MILLS AT

BEAUHARNOIS, QUE. and
CRABTREE MILLS, QUE.

OFFICE AND FINANCE

Filing Systems and Modern Business

Filing as a Product of Industrial Organization
Necessity and Advantages of Efficient Systems

By DALTON J. LITTLE

IN the days of barter and trade, before the medium of exchange was established, and the merchant traded his wares for corn, or the fisherman offered his catch for a homespun garment, there was little occasion for keeping careful account of commercial activities for future reference. Not so many years ago, when the artisan was master of his craft, and managing director of his enterprise, there was no semblance of industrial organization as we know it to-day. Consequently, even in the more enlightened days of comparatively recent times the business man was able to keep all his records in marked bundles, or preserve some by copying them into a book. Later came the "flat" file, which was a series of trays, one above the other. The "box" file was next in vogue. Eventually, the "vertical" file made its debut, and is to-day universally employed. The advantage of the last-named method of filing over the previous ones is in the fact that the correspondence, being placed in filing folders which stand upright in the drawers, or cases, becomes much more accessible than it is when lying in a "flat" or "box" file.

Modern Improvements

The improvements to machinery, embracing the adoption of mechanical labor and time-saving devices in the plant, during the past decade have been phenomenal. As a sequence to the great advance in the machine shop has come the close margin of profit in manufacturing. While the progressive manufacturer has been quick to perceive the advantage of any short cut in turning out his product, he has not begun, until very recently, to appreciate the value of carefully prepared records of his plant operation, selling organization, credit department, etc. Not functioning his office to its proper activity in proportion to the exercise of the hands and feet of the manufactory he has discovered a lack of "top storey" work, or mentality exercised and preserved for the welfare of his business. Gradually the sales, credit, accounting, purchasing and other departments of the office have been scientifically developed for the purpose of creating business mentality, and of recent years the improvement of a quick and reliable memory for the office has evolved in what is termed the "Records Department," or "Central Filing Department."

A Central Filing Department provides—

1. One place only for all business records.
2. Responsibility on a filing executive.
3. Trained clerks for filing rather than spare time mediocre help.
4. A check on all files in circulation throughout the office.

The experience of filing experts has proven that just as men engaged in different trades require tools, each to suit his work, so various kinds of business call for filing systems that can be made most adaptable to their respective needs.

It is obvious that the lawyer, with his principal correspondence relating to the "cases" he has on hand, would not require the same kind of filing equipment as the large industrial and commercial house with its thousands of regular customers. In the former instance, the correspondence is mainly of a temporary nature, and when the legal dispute has been settled the "case" is closed, and the correspondence relating thereto becomes a "dead" file, seldom, if ever, to be referred to again. However, in providing a filing installation for the latter example of an office, it must be borne in mind that a large proportion of the correspondents are old customers, and that the files relating to business transacted with them may often be wanted in their entirety for certain periods. It follows as a result of these divergent requirements that the lawyer's correspondence and documents are usually filed by a numeric system and are kept by "cases," while the business house preserves its records by an alphabetic system of filing.

Variety of Systems

There are as great a variety of filing systems as there are kinds of business, and methods of doing business. For instance, a mail order house, handling only one of two specialties and not retaining many customers for more than one order, frequently uses a straight numeric system in its filing department, and numeric arrangement of files is also employed by many departments of the Government having a large quantity of miscellaneous correspondence with the general public, but few special or regular files. On the other hand the mail order department of a company dealing in staple articles will have a large number of regular customers, and accordingly find an alphabetic filing of its correspondents under their respective names to be most adaptable.

It is folly to lay down hard and fast rules with respect to the desirability of any filing system for any particular business, without making a careful survey of the requirements of such company's office in the preservation of its records. If any one of the many excellent filing systems patented is secured it is again the height of nonsense to attempt a direct application of the detail worked out in the filing department of another business house using the same system. The equipment is bound to be elastic enough to meet the requirements of the office in which it is placed. Otherwise it is not a suitable installation for the business concerned.

Essential Considerations

Simplicity and quick reference with due regard for preservation are the main considerations in selecting a filing system.

Once installed, the equipment is manned by an intelligent clerk or clerks. As in every other field of labor, so it is in that of filing, the worker is "worthy of his hire." Since the safe and ever ready custody of business papers has now attained a pre-eminent place in the organization of the going concern, it devolves upon the management to offer sufficient incentive to clerks engaged in filing, that they will be the more likely to become experts in their work.

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $22,000,000
Rest - - - $22,000,000
Undivided Profits, $1,090,440
Total Assets - $571,150,138

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SIR CHARLES GORDON, G.B.E., Vice-President

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E. W. Beatty, Esq., K.C.

Head Office: MONTREAL

Sir Frederick Williams-Taylor, General Manager

Branches and Agencies: Throughout Canada and Newfoundland
At London, England, and at Mexico City
In Paris, Bank of Montreal (France)
In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

A GENERAL BANKING BUSINESS TRANSACTED

ESTABLISHED 1875

IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

EXPORTERS

THIS bank offers particularly good facilities in the handling of the banking requirements of exporters. Its strong foreign connections guarantee the most efficient service.

AGENTS IN GREAT BRITAIN

ENGLAND—Lloyd's Bank Limited, London, and Branches
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AGENTS IN FRANCE

Lloyd's and National Provincial Foreign Bank Limited

AGENTS IN UNITED STATES

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CHICAGO—First National Bank BUFFALO—Bank of Buffalo
DETROIT—Old Detroit National Bank
SAN FRANCISCO—Wells Fargo Nevada National Bank
and in all other principal centres

HEAD OFFICE . . TORONTO

A Pay Check Device

(G. W. B. Ladd, Treasurer, Amalgamated Metals Company, in July "System")

EVERY one knows the arguments that can be cited for paying workmen by check, or in cash. And while the pay check method has probably the largest number of arguments in its favor, more concerns pay in cash because it is more convenient to the men.

We have got away from this, we feel, by devising a pay check method that is different—it was worked out by A. M. Campbell, one of our executives. That it is even more satisfactory to the men than cash payment is testified by the men themselves—from time to time we get a good many favorable comments, and hear practically none that are unfavorable.

The plan is simple, too. It consists of splitting each man's weekly earnings into a number of checks. The checks come in two standard printed denominations—$5 and $10. We give him his pay in these checks, with the third kind of check filled out to complete the odd dollars and cents of his earnings. These small checks are easy for the workman to cash; and almost anyone prefers to carry surplus funds in non-negotiable checks instead of currency.

The one drawback of this plan is that it involves more paper work than others—each of the checks has to be signed, and handled at the bank. But the advantages, particularly in these days of payroll robberies, outweigh this slight objection.

Incidentally, here is an interesting development that we were not looking for when we put the plan into effect: our bank balance averages about $1,000 more than under the old plan, simply because of the delay which some of the checks encounter before they are presented at the bank for payment.

Many of the pay checks come back with five or six endorsements; they have passed through that many hands. They seem to be used almost like government currency in the neighborhood of our plant.

We take advantage of this tendency by printing on the back, below the space for endorsements, our line of business, our address and the fact that we employ in our plant molders, core makers, furnace tenders, grinders and laborers.

While it is of course practically impossible for us to estimate accurately how many employees this brings us, we feel that the number is considerable. The checks afford us a "help wanted" advertising medium which circulates among the very people we most want to reach, with practically no advertising cost to us.

Our men are in favor of the plan, as I have said.

So are we. I seem to be about the only one who has a serious objection to it; that is because I have to sign the checks!

Profit-Sharing Plan

International Harvester Company Set Aside Sixty Millions in Stock for Their Employees

Stockholders of the International Harvester Co. voted at a special meeting in Jersey City, July 29th, to set aside $60,000,000 in stock to be divided among employees under an extra compensation and stock ownership plan, open to all workers in Canada and the United States. The program devised by the directors provides for special disbursements each year, beginning January 1, 1921, consisting of stock and cash. It is planned to divide annually an amount equal to 60 per cent. of the company's net profits in excess of 7 per cent. upon the corporation's invested capital.

The full amount of the company's investments is not specifically set forth in the latest statements, as sums in-

vested in foreign organizations are not made public. At the end of 1919, however, total assets amounted to $188,869,500, which may be considered an approximate value of working capital, plant investment, inventories, etc.

In that year net profits amounted to $21,011,761. Seven per cent. of the aggregate assets would be $13,220,865. Deducting this from the profits, and taking 60 per cent. of the proceeds, there would be approximately $4,675,000 to be divided among employees on the basis of 1919 income.

Wabasso Cotton

Company to Double the Number of Outstanding Shares of Common Stock

A circular signed by C. R. Whitehead has been issued to the shareholders of the Wabasso Cotton Company, notifying them that the annual meeting has been called for August 26, and that a special meeting of shareholders will be held immediately afterwards to authorize the adoption of a resolution to apply for letters patent changing the common stock of the Company from 17,500 shares of $100 each to 35,000 shares of no par value, and the allotment of two new shares of new stock for each one of old now held.

New Merchant Service

Canadian Government Merchant Marine to Connect Atlantic Ports with Far East.

The Canadian Government Merchant Marine propose to commence a service from Montreal beginning about August 25th with the sailing of the "Canadian Pioneer" to India and Far East ports. The vessel will call at the following ports: Karachi, Singapore, Bombay, Batavie, Colombo, and Surabaya. Interested members who are in a position to use this service should get in touch with the representative of the Canadian Government Merchant Marine for the purpose of securing space and rates.

Building Postponed

Falk American Potato Flour Corporation Have Decided to Defer Building Additional Plants

Owing to the general industrial, financial and crop conditions, the Falk American Potato Flour Corporation have decided to defer indefinitely the construction of additional mills either in Canada or in the United States. For the present they will content themselves with keeping in touch with conditions in New Brunswick, Prince Edward Island and some other Canadian points previously under consideration, hoping that conditions will adjust themselves in such a way as to render justifiable the building of new plants.

Changes in Directorate

The Association of Canadian Advertisers (Incorporated), report the following changes in their board of directors. Mr. D. George Clark of the McClary Manufacturing Co., London, Ontario, succeeds Mr. W. C. Betts as president; Mr. W. G. Steward of the Goodyear Tire & Rubber Co. of Canada, Limited, is vice-president; and Mr. H. E. Mibell of the Imperial Varnish & Color Co., Toronto, takes Mr. E. G. Hogarth's place as director. The Hoover Suction Sweeper Co. of Canada, Limited, are reported as a new member of the Association, with Mr. Thomas F. Kelly as their representative.

VALUABLE DOCUMENTS

Bonds, insurance policies and other valuable documents should not be kept at home where they are likely to be lost or mislaid.

The Safety Deposit Boxes of this Bank provide at a moderate cost an excellent means of keeping valuable papers.

THE CANADIAN BANK OF COMMERCE

PAID-UP CAPITAL - $15,000,000
RESERVE FUND - - $15,000,000

The Merchants Bank of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital	$ 8,400,000
Reserve Fund	8,660,774
Total Deposits (June 30, 1920) over	161,000,000
Total Assets (June 30, 1920) over	198,000,000

President: Sir H. Montagu Allan, C.V.O.
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

THE WORLD OF FINANCE

offers no more thorough and up-to-date system than that which regulates the workings of The Merchants Bank.

It is this careful training and efficient management which enables this Bank to give to its customers a most modern and satisfactory banking service.

391 Branches in Canada Extending from the Atlantic to the Pacific, of which 138 are in Ontario, 44 in Quebec and 180 in Western Canada

NEW YORK AGENCY, 63-65 WALL ST.

The Correct Bond for Superior Stationery

SUPERFINE LINEN RECORD

It is a tub-sized, loft-dried, all rag sheet of the finest possible quality Oldest of Canadian bond papers. Superfine Linen Record was first made at St. Jerome, P.Q., in 1882. Ever since it has maintained its position as the best known and most widely used Bond and Ledger paper in Canada. Ask your printer to show you a sample.

Superfine Linen Record was awarded the Gold Medal, Antwerp, 1885, the Gold Medal, Chicago, 1893, and the Grand Prix, Paris, 1900.

The Rolland Paper Co. Limited

MONTREAL, P.Q.

Mills at St. Jerome, P.Q. and Mont Rolland P.Q.

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IT APPEARS IN ALL "ROLLAND QUALITY" PAPERS

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Wholesale and Manufacturing Stationers

MONTREAL

Bookbinding Printing Ruling
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Manufacturers in every branch of the industry
Carry a large stock of every office requisite

WE OFFER

Accurate, intelligent attention Cumulative experience of ninety years
Prompt careful deliveries Fair prices Satisfaction

On account of the service offered, we number among our friends most of the Governments, Federal and Provincial—Municipalities, Banks, Transportation Companies, Corporations, Professional Firms, Colleges, Schools, etc.

If you have not already done so—why not open a ledger account with us. You will be surprised at the change.

P.S.—Catalogues and advertising literature yours for the asking

Switzerland in Canada

Swiss-Canadian Relations. Carl P. Huebscher, LL.D. Swiss Club, Toronto, 1920.

This is a reprint of an address delivered in April, 1920, at the general meeting of the Swiss Club. The author deals with his subject under the four general heads of commercial interests, intellectual intercourse, protection of individual Swiss citizens and of their property, and the Swiss colony in Canada. Under the first division an outline sketch of the present economic situation in Switzerland is given. In spite of the high rate of exchange for the Swiss franc, the cost of living in that country has greatly increased, since the exchange rate is low in those countries from which foodstuffs must be purchased. To correct this the government is doing its best to further and develop export trade, and this assistance is being supplied by an efficiently organized consular service.

Dr. Huebscher, as Consul-General of Switzerland in Canada, is in touch with all the details affecting the commercial relations of the two countries, and the figures he gives are instructive. "They will show us," he says, "that in the past years Switzerland was a very heavy buyer in Canada, and at the same time they serve to remind us how grateful we should be to the Government and people of the Dominion for having helped us to feed our people during the war. We shall not forget!"

In conclusion, the writer expresses a sentiment which promises well for the friendly intercourse between Canada and the old Republic: "Our actual or former allegiance to Switzerland can best be expressed by our being law-abiding inhabitants of Canada, and by our fitting in as useful members, helping to build up a great nation, and finally, by standing together wherever we speak and think of our dear Switzerland."

Extension of Technical Education

The Board of Education having intimated the appointment of a special committee of the Board to interview the Board of Control in reference to obtaining $200,000 required for the erection of a technical school in the east end of Toronto, the Educational Committee unanimously agreed to support the action of the Board of Education, and appointed a sub-committee, consisting of Messrs. H. H. Mason, W. C. Coulter and W. H. Shapley, to represent the manufacturers in a joint appeal to the city authorities.

Manufacturers to Visit Central Technical School

At a meeting of the Educational Committee held on July 21st, Mr. Geo. Brigden, Chairman, reported that he had made arrangements with Dr. McKay, Principal of the Central Technical School, for evening visits by members of the Toronto Branch in groups, to enable them to observe the character of the work the school is performing. It is intended that the visits shall be arranged for the months of October and November.

The Three Rivers Shipyards Company, a subsidiary of the National Shipbuilding Corporation of Wilmington, Delaware, have gone into liquidation. This company secured their first contract for wooden vessels from the French Government. A liquidator will be appointed to wind up the affairs of the Company.

Service for Canadian Importers and Exporters

Throughout the course of our long experience we have become familiar with the problems and requirements of Canadian merchants, manufacturers and producers, and have developed an organization for facilitating domestic and international banking transactions.

Foreign Exchange Departments under specialists at London, Eng., New York, Montreal, Toronto, Vancouver.

Union Bank of Canada

Established 55 years

Resources exceed $174,000,000

THE ROYAL BANK OF CANADA

Capital Paid Up	$17,000,000
Reserve and Undivided Profits	18,000,000
Total Assets Over	500,000,000

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Branches in every Province of the Dominion of Canada and in **Newfoundland**; in **Havana** and throughout **Cuba, Porto Rico, Dominican Republic, Haiti, Martinique, Guadeloupe; Costa Rica**, and **Venezuela**; in **Antigua, Bahamas, Barbados, Dominica, Grenada, Jamaica, Montserrat, Nevis, St. Kitt's, Trinidad, British Guiana, British Honduras.**

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THE ROYAL BANK OF CANADA, (FRANCE)
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Our specialists determine the cause of unsatisfactory production and remedy it—the same as the physician would diagnose and prescribe for his patient

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Riordon Sales Company, Limited

MONTREAL

Riordon Pulp & Paper Company Limited — MAPLE LEAF — BLEACHED SULPHITE — MADE IN CANADA

Offer for Sale

SULPHITE FIBRE WOOD PULP

BLEACHED AND UNBLEACHED

FOR PAPER MILLS

IMPERVIOUS SPRUCE SHEATHING

LUMBER

SPRUCE, HEMLOCK AND PINE, CEDAR RAILWAY TIES AND SHINGLES, SPRUCE CLAPBOARDS

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THE BROWN BROTHERS LIMITED

Simcoe and Pearl Sts. TORONTO



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ACCOUNT BOOKS, LOOSE LEAF LEDGERS

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LEATHER GOODS—DIARIES—STATIONERY

Printers' and Bookbinders' Supplies

Established 1849

BRADSTREET'S

Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

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Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

JOHN A. THOMPSON, General Manager Western Canada
McKinnonBldg., Toronto

EXPORTERS OF

Reed Organs, Piano Stools, Music Cabinets.

Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats, Flush Tanks, Medicine Cabinets,

Everything for the Bathroom.

Write for Catalogue C and Price List.

Canadian-Japanese Trade Conditions

(*Continued from page 66*)

makes my blood boil it is an asinine question like that. Here is a case where one of our competitors could not compete with us in quality at any rate, which is the most important feature, and this is not an isolated case. I know that you Canadian manufacturers can turn out products equal to anything in the world. I know, also, that if you are satisfied with a nominal profit, if your transportation companies will give you equal facilities to Japan as can be had from America, that you can lay down your goods in Japan to compete any day. There may, of course, be a few exceptions to which this assertion does not apply, but this would be the case with very few things which are manufactured in Canada to-day.

Canada also sold a few thousand yen worth of detonators in 1916, but the returns do not show that any have since been imported.

Varnishes and Paints (Imports in 1918)

	Yen.
Total	392,957
Canada	
U.S.	257,225
England	130,750

England at one time did practically all the paint business in Japan, while the United States did a very small share of it prior to 1915. But since then England, of course, could not make deliveries, and a large portion of the business fell to American concerns, although the English product is much preferred, on account of long acquaintance. But, even from 1913, this business began to decrease because of the growing domestic production, and during the war Japanese manufacturers enlarged their plants to such an extent that export business was commenced, and in 1918 exports of Japanese paints amounted to about 4½ million yen.

However, paint is still being imported from Thomas Hubbard & Son, of England, and the California Paint Co., as well as other American makers, and I think that, if proper representation is had, Canadian paint, too, could sell in Japan. But, of course, there is no denying that the competition is very keen, and the best of representatives are the only ones who could do anything at all. Canada has made small shipments in the past, and there is no reason why these should not be increased if properly pushed.

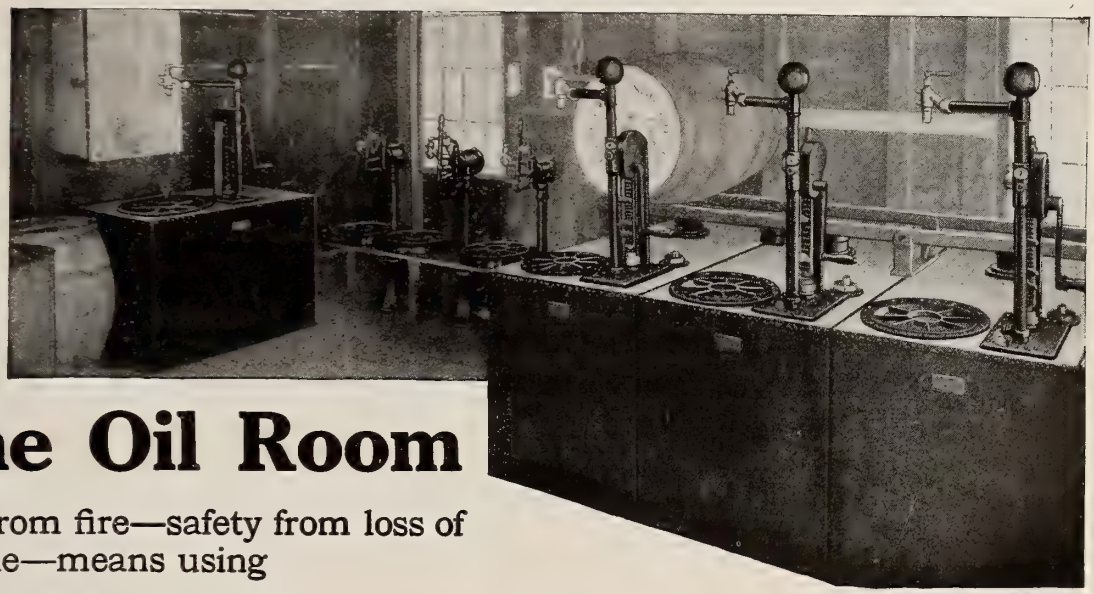
(In next month's issue of INDUSTRIAL CANADA *a further instalment of Mr. Bryan's article will be published.)*

Electrical Household Appliances

Electrical Washing Machines Being Manufactured in Brantford, Ont., by the Bluebird Corporation

The Bluebird Corporation, Limited, are a new and entirely Canadian industry, not being amalgamated with any other manufacturing establishment. The company in the middle of July were employing approximately eighty men in the manufacture of electric washing machines, but, as full production is reached, two hundred and fifty men will be needed and a full line of electrical household appliances, such as washing machines, vacuum cleaners, electric refrigerators, etc., will be turned out. J. B. Detwiler, W. J. Verity and T. Hendry are respectively president, vice-president and secretary-treasurer of the corporation. The directors are: W. T. Henderson, R. E. Secord, W. C. Boddy and J. M. Young.

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Export Trade from Viewpoint of the Canadian Manufacturer

(*Continued from page 70*)

selling companies built on the lines of a manufacturer's export agency.

In England, however, the export trade has clung more closely to the old indent merchant or strictly commission house business than in either Germany or the United States. The indent merchant does a much larger part of the business in the London or Liverpool markets than in either New York or Hamburg. To a certain extent the export merchant has developed there, but the export merchant and the manufacturer's agent are less important factors in the export trade of the United Kingdom than they are in that of the new world.

There is another tendency in the development of export business that the manufacturer should consider. This is the tendency to make the intermediary the financial representative in the transaction. In Great Britain many of the export houses, which once upon a time actually handled the goods, shipped them and sold them to the customers in a foreign country, have become merely the financial intermediary between the purchaser residing in a foreign market and the seller at home. A similar development is likely to take place in Canada. The Canadian manufacturer will probably desire to push his goods in his own particular way, but he will be less willing to finance those sales. He will call upon the export commission house or the export merchant to finance the transactions. Therefore, the export house may be expected to develop in the direction of a financial institution and to do very much the same kind of business that is now being done by the London acceptance houses.

(In next month's issue of INDUSTRIAL CANADA *the concluding instalment of Mr. Beadle's article will be published.)*

Canadian National Exhibition

New Records are Expected to be Made in Every Department of the 1920 Exhibition

"Work and Prosper" is the motto adopted for the 1920 Canadian National Exhibition, and the entire machinery of the organization has been turned to the task of making the forty-second annual event a striking exemplification of the appropriateness of the slogan. Unwilling to rest on the standard of previous expositions the Directors and management have utilized every resource of this mighty Canadian institution in the effort to make the position of the enterprise more noteworthy. Early indications point to new records in every department, perhaps also in the matter of attendance which reached the magnificent total of 1,201,000 last year, a figure never attained even by the monster World's Fairs at Paris, London, Chicago, San Francisco, etc., in the same number of consecutive days. To be one of the crowd that establishes an even greater record this year will in itself be a thing to boast about, but even more important still will be the fact that all who come will see a field of marvels which will make the Big Fair undoubtedly the most remarkable and interesting array of activity and achievement ever presented.

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Canada's Industrial Expansion

A Record of Progress

New Metal Company

Officials of Bearing Metals, Limited, of Montreal, Have Been Announced

Bearing Metals, Limited, are a company recently incorporated for the manufacture of babbitts, anti-friction metals, solders, type metals, alloys, etc. They have acquired the works formerly occupied by the Lion Metal Company at Cotè St. Paul, Montreal. Among the officials of the new company are included the following:—President, Norman M. Campbell, the former sales manager of the Canadian Ingersoll-Rand Company, Limited; vice-president and general manager, E. L. W. Sanderson, who, for the last twenty-five years, has been identified with the mill supply business; production manager, T. T. Fulton, late chief chemist and metallurgist for the Londonderry Iron & Mining Co., mining engineer for the Canada Iron Corporation, and chemist for the Dominion Iron & Steel Company of Sydney, N.S.

With a directorate composed of prominent railroad men and manufacturers and the Milton Hersey Co., Limited, as consulting metallurgists, to pass upon and test all purchases and finished products, this enterprise should meet with success.

New Canadian Factory

S. C. Johnson & Son, of Racine, Wisconsin, Establishing a Plant at Brantford, Ont.

The new Canadian plant of S. C. Johnson & Son, the manufacturers of Johnson's prepared wax, is approaching completion at Brantford, Ont. The contractors are expected to turn the building over to the company early in August, and the commencement of manufacturing and shipping is planned for September 1st.

Consolidation of Plants

Drop-Forging Plants of J. H. Williams & Co., and the Whitman & Barnes Manufacturing Co. Amalgamated

The stockholders of J. H. Williams & Co., manufacturers of drop-forgings and drop-forged tools, at Brooklyn and Buffalo, N.Y., and those of The Whitman & Barnes Manufacturing Company, makers of twist drills, reamers, wrenches and drop-forgings, at Akron, Chicago, and St, Catharines, Ontario, have ratified the agreement providing for the consolidation of the wrench and drop-forging plants and business of the latter firm at Chicago and St. Catharines with J. H. Williams & Co. The Whitman & Barnes Manufacturing Company retain their twist drill and reamer business and will continue as an entirely separate organization and on an extended scale the manufacture of these goods in Akron, Ohio.

J. H. Williams & Co., founded in 1882, are one of the oldest and largest firms in their particular field. The Whitman & Barnes Manufacturing Company was founded in 1846 and acquired their St. Catharines plant in 1882. They occupy some two and a half acres here, and own about six acres in addition that can be utilized for extensions as required.

The St. Catharines plant will operate under the name of J. H. Williams & Co., Limited, as soon as the necessary formalities can be arranged. The officials are all men who have been continuously identified with one or other of the four plants, the Canadian manager being W. J. Elliott.

Will Make Dishwashers

The Hurley Machine Company, Limited, to Take Over the Canadian Manufacture of the Walker Dishwasher

The Hurley Machine Company, Limited, 413 Yonge Street, Toronto, have affiliated with the Walker Brothers Company, of Syracuse, N.Y., for the Canadian manufacture of the Walker Dishwasher. For this purpose they have leased a part of the Canadian Rumely Company's building on Abell Street, where they expect to assemble an initial output of from fifty to one hundred dishwashers per month.

The Walker Dishwasher is made in several styles, suitable for homes, hotels, restaurants—in fact, wherever the disagreeable job of dishwashing is carried on. The manufacturers claim, however, that their machines will eliminate the disagreeable features. For the time being the machines will be assembled in Canada from American made parts, but the electric motors used will be of Canadian manufacture.

Secure Plant in Petrolea

The Adams Wagon Company, Limited, of Brantford, Ont., Acquire Plant of the Petrolea Wagon Works.

The Adams Wagon Company, Limited, of Brantford, a subsidiary of the Cockshutt Plow Company, Limited, have secured the plant of the Petrolea Wagon Works, Petrolea, Ontario, and are fitting it up especially for the manufacture of sleighs and trucks. The plant is now in operation and will be working to capacity in a month's time. The present plant of the Adams Wagon Company at Brantford was not equal to the demand for its products and this new arrangement will enable the Brantford plant to devote its capacity to the production of farm wagons, dump wagons, drays, etc., lines in which business has recently been very brisk for the company.

A contract has also been let for an important addition to the plant of the Cockshutt Plow Company, Limited, Brantford, Ontario. An extension 200 x 70 feet is to be built to their forge department immediately, filling a long-felt necessity for additional space.

New Fibre and Paper Mills

The Nipigon Fibre and Paper Mills, Limited, are to Build a Ground Wood Mill at Nipigon

A new company, the Nipigon Fibre & Paper Mills, Limited, are to build at Nipigon a ground wood mill. The daily capacity at the outset will be forty tons, but machinery has been ordered and electric power contracted for to increase this output to one hundred tons a day by January 1, 1922. The principals connected with the new enterprise are: W. S.

Murphy, general manager, Riverside Fibre & Paper Co.; E. E. McAlpine, vice-president, Bradner-Smith Co.; W. H. Russell, president Russell Timber Co.; and J. A. Little, president New Ontario Contracting Co.

A Model Shingle Plant

New Mill of the Dominion Shingle and Cedar Company, Limited, at Eburne, B.C.

The Canada Lumberman and Woodworker publishes the following information about the new mill of the Dominion Shingle & Cedar Co., Limited, at Eburne, B.C.:

"Regarded as one of the most modern shingle plants in British Columbia, the new mill of the Dominion Shingle & Cedar Co., Limited, replacing the one burned in September of last year, is now in full operation at Eburne, B.C. Undaunted by the high cost of machinery and equipment of all kinds, the company decided to leave no stone unturned to make the new mill a most modern one in every detail, a sprinkling system and dust collecting system being installed, the former as a warning from past experience, and the latter with a view of protecting the health of the employees.

"Situated on a site of seven acres and having an excellent water-front of 610 feet, the buildings, which are substantially constructed, have been allocated to positions to conform with the demands of the underwriters, who have given one of the lowest rates of insurance on any mill in the lower mainland.

"The boiler house, 45 x 75 feet, stands on piles, and is 45 feet from the power house, which adjoins the mill proper. It contains three boilers of over 400 h.p. capacity, and fitted with Dutch oven feed, the fuel coming in through an overhead conveyor with openings above each feed hole. The power houses contain Whelan twin engines and also a generator of 300 electric light capacity. Farther out on the water-front is the pump house with a capacity of 1,000 gallons per minute, connected with the sprinkler system and also a 30,000 gallon supply tank. The mill contains 13 Letson and Burpee machines, one hand machine for spaults, an 86-inch Disston cut-off saw, Heaps Engineering Co. steam splitter operating 60-inch saw and two knee-bolters.

"The plant has a new air cooled burner recently completed by the Walsh Construction Co., of Vancouver, 85 feet in height and 55 feet in diameter. To accommodate the working gang of 100 men, the company has just completed a modern bunkhouse about 100 yards from the mill which is fitted with dining rooms, kitchen, chef's room, and 40 rooms with two bunks in each. Shower baths have also been installed."

Port Arthur Pulp Mill

New Plant of the Kaministiquia Pulp and Paper Company, Limited, at Current River, Port Arthur

The new plant of the Kaminitiquia Pulp and Paper Company, Limited, will be located in Port Arthur, Ontario, at Current River, on a site which was formerly part of Current River Park. The Company have acquired sixteen acres of land favorably situated on the lakeshore and construction operations are now progressing under C. D. Howe & Company, consulting engineers.

While extensions are planned to give an ultimate capacity of 250 tons of newsprint a day, the first unit of the plant will be a four-grinder mill with a daily capacity of about 30 tons. Ground wood pulp will be manufactured and operations will probably commence about November first. The officers of the Company are as follows: President and managing director, U. M. Waite; vice-president, A. E. Osler; directors, John Ball, C. D. Howe, F. R. Graham and F. W. McGarry.

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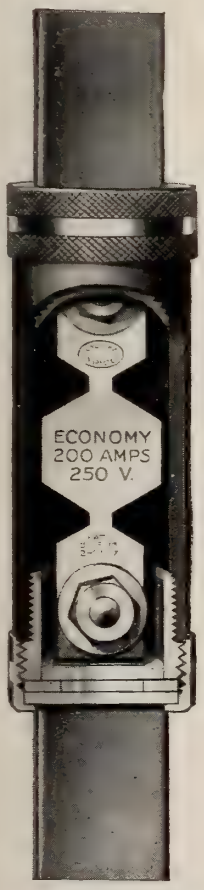
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A Slipper Factory

Oscar Rumpel Locates a Branch of His Kitchener Business in New Hamburg

New Hamburg, Ont., is to have a slipper factory, a branch of Oscar Rumpel's business at Kitchener and Baden, Ont. The new plant is a two-storey building, 40 x 135 feet. About fifty hands will be employed for the present, but an increase in this number is expected.

Maritime Spice Factory

Federation of Wholesale Grocers at St. John, N.B., to Manufacture Spices and Specialties

As several wholesale grocery firms have found difficulty in procuring satisfactory delivery and quality in certain specialties used by them, they have formed a company at St. John, N.B., under the name of the Canada Spice & Specialty Mills, Limited, and will carry on the manufacture themselves. The firms interested are: Reed & Company, Moncton; A. F. Randolph & Sons, Fredericton; Baird & Peters, Jones & Schofield, Puddington Wetmore, Morrison, Limited, and Dearborn & Co., Limited, of St. John. The officers of the company are: President, F. B. Schofield; vice-president, R. F. Randolph; managing director, A. H. Wetmore; directors, A. P. Patterson and J. F. Edgett.

In addition to spices, the mills are manufacturing baking powder, flavors, vinegar, peanut butter, etc. The capacity of the plant has not yet been determined, but a floor space of approximately 15,000 square feet is being occupied to begin with, and from 25 to 35 hands are to be employed. Two buildings on Water Street, St. John, are in use besides the Dearborn Building at 93 Prince William Street. The latter was almost totally destroyed by fire in April, but will be rebuilt and ready for occupancy early in August.

New Planing Mill

The Sheppard & Gill Lumber Co., Toronto, Construct and Equip Mill in the Danforth District

The Sheppard & Gill Lumber Company of Toronto have recently purchased the lumber yard of O. and W. R. Smith, where they have constructed an up-to-date planing mill, with equipment of the latest design. The new mill is a two-story frame building, 48 x 54 feet, with heavy machinery on the lower floor, which is of concrete. The upper floor is chiefly used for the storage of sash and doors. According to *The Canada Lumberman*, electric power is used, with an individual drive for each machine. Two shavings exhaust systems are employed, one to collect the sawdust and the other to carry away the shavings from the stickers. Separate storage vaults are provided for each material. The layout of the machinery is such that a large volume of work may be handled. The machines are placed crosswise of the building so that stock may be fed in one side and carried away through doors on the other side. The latest style profile heads with milled cutters are used, and everything provided for the efficient handling of all the work that offers.

L'Air Liquide Society

New Supply Depots for Oxygen at Sydney, N.S., and Windsor, Ont.

Recent extensions of L'Air Liquide Society will be of interest to those manufacturers who depend upon oxygen for the maintenance of machinery and equipment. These

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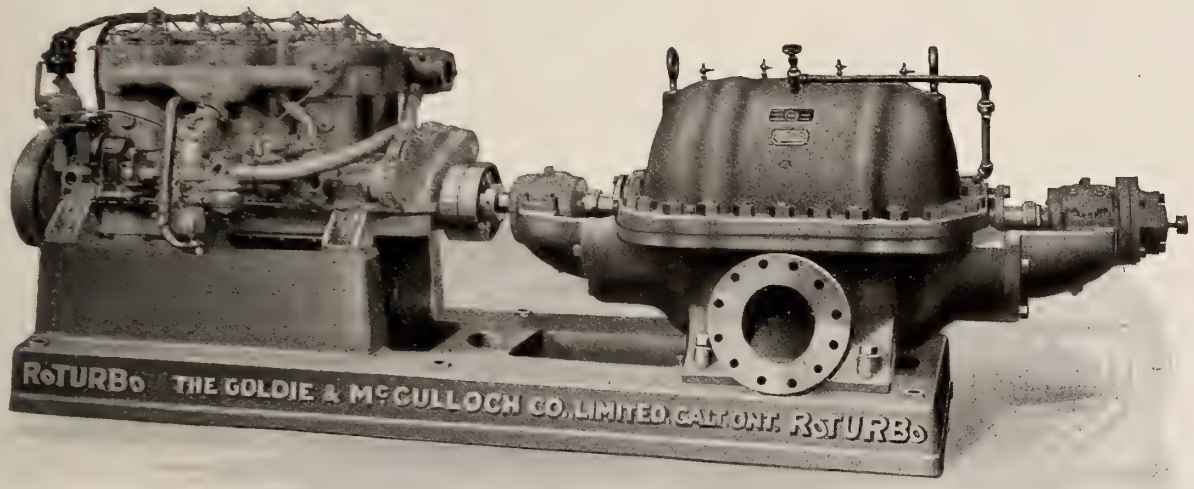
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extensions include the establishment of supply depots at Sydney, N.S., and at Windsor, Ont. The former depot will be supplied by the Halifax factory and provision has been made to keep available enough cylinders to fill large orders immediately upon receipt.

The Windsor depot, like the Sydney one, has been established in order to make immediate attention to orders possible, and to avoid freight delays. It will be kept stocked by the London factory, which is producing to capacity.

New Knitting Mill

Knit-to-Fit Manufacturing Company, Limited, Construct New Plant

The Knit-to-Fit Manufacturing Co., Limited, of Montreal, manufacturers of sweaters and underwear, have a new plant under construction at Parthenais and Larivieve Streets, Montreal.

The new plant has been designed by the W. J. Westaway Co., Limited, of Hamilton, Ont., and is being built by the Anglin Horcross Co. of Montreal. It includes a main building, executed in modern "mill construction," and a bleach-house and boiler house in concrete. The initial floor-space is 80,000 square feet, but the grounds of the mill are large enough to admit of doubling or trebling this area should increase of business warrant it. Manufacture of the "Knit-to-Fit" and "Health-Brand" wear should commence in the new plant this coming November.

Will Rebuild

The Maritime Bridge Co., Ltd., arrange for Temporary Operation, and Plan a New Plant

Although the main building of the Maritime Bridge Company, Limited, was entirely destroyed and a considerable amount of machinery seriously damaged in the disastrous fire of July 7 at New Glasgow, N.S., arrangements are under way for temporary operation and the completion of contracts already on hand. At the same time, plans are being prepared for the erection of a larger and more modern buliding in the near future.

Will Make Silk Gloves

St. Catharines Silk Mills, Ltd., Will Employ Fifty Hands in New Branch Plant at Port Colborne, Ont.

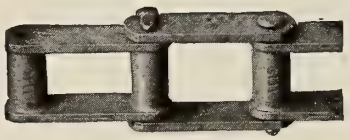
The St. Catharines Silk Mills, Limited, manufacturers of the "Queen Quality" silk products, are establishing a branch plant on rented premises in the new Mahaffy Block, Port Colborne. Increase of business has made the new factory necessary, while the scarcity of help in St. Catharines has determined the advisability of locating it in Port Colborne. The organization and personnel will, however, be the same as that of the main plant. Fifty hands will be employed in the new branch and silk gloves will be the product. The company expect to commence operations about the first of August.

North Ontario Company

The Sudbury Woollen Mills, Limited, will Manufacture Sweaters, Mitts and Hosiery

A recent organization is the Sudbury Woollen Mills, Limited, where the manufacture of woollen goods from the raw material to the finished article is to be carried on. At present about fifteen hands are employed in the production of sweaters, mitts and hosiery, but this number will shortly be increased to twenty-five. The enterprise will be organized as a joint stock company with J. A. Lemieux as president and A. Weder as vice-president. The capital is $40,000.







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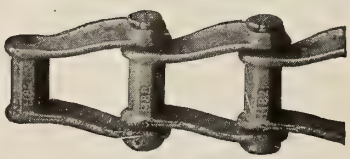
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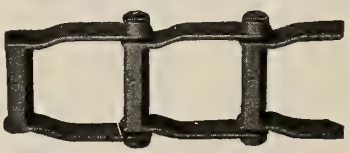
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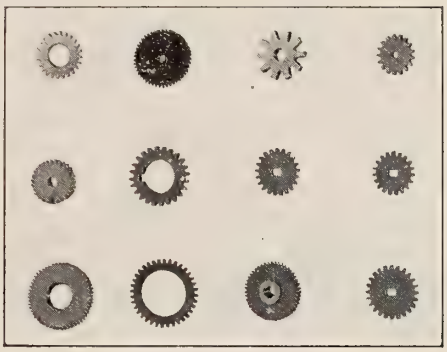
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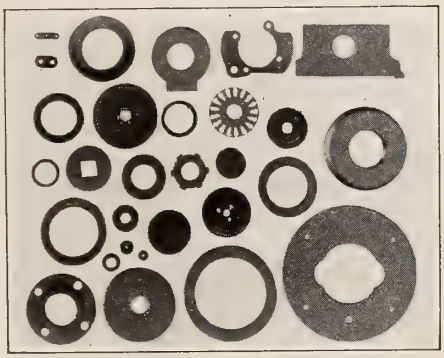
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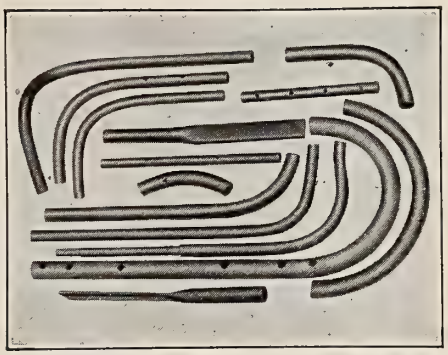
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TORONTO - CANADA

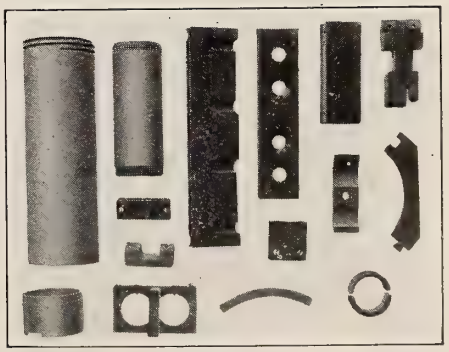
Diamond-Fibre is tougher than horn, almost as hard as iron, yet lighter than aluminum. Its compression strength is 30,000 to 40,000 lbs. per sq. in.; tensile strength 12,000 to 15,000 lbs. per sq. in.; shearing strength, 9,000 to 10,000 lbs. per sq. in.; and its dielectric strength, 200 to 400 volts per mill of thickness. It is impervious to oil, grease and ordinary organic solvents. It does not corrode, dent, break, split, splinter, or crystallize under severe vibration. It readily takes any machining process and can be formed into various shapes. Furnished in sheets, rods, tubes, and machined parts of every description.

Diamond-F









Expansion at Oshawa

Samson Tractor Co. of Canada, Ltd., will Operate as a Division of General Motors of Canada, Ltd.

The Samson Tractor Company of Canada, Limited, has been formed, with head office at Oshawa, Ontario. As a division of General Motors of Canada, Limited, and under the presidency of R. S. McLaughlin, the new company will immediately begin the manufacture of Samson trucks, which are specially designed for farm use.

For the present the Samson tractors and farm implements will be imported from the parent factory at Janesville, Wisconsin, and their Canadian distribution will be handled from Oshawa. The early establishment of a plant for their Canadian manufacture is, however, now under consideration. From one hundred and fifty to two hundred hands are to be employed at once and a rapid increase in the staff is expected.

Additions to Plant

A New Paper Machine with Building Under Erection at the Plant of The Ontario Paper Co., Ltd.

The Ontario Paper Company, Limited, of Thorold, Ontario, are adding one new paper machine to their equipment and are erecting a building for it about 60 x 300 feet. The present daily output of the plant is 230 tons of newspaper. The new machine should increase this capacity to approximately 300 tons.

Building Programme Completed

Extensions to the Plant of the Hull Iron & Steel Foundries, Limited

The building programme of the Hull Iron & Steel Foundries, Limited, is nearing completion. The recent extensions to the works are three, namely, a two-storey pattern shop and storage building, 160 x 160 feet; an 80-foot square addition to the main building; and a machine shop, 100 x 80 feet, to be occupied partly by the machinists handling plan and equipment repairs, and partly by air compressors.

A central transformation station, with electricians' repair shop in connection, has also been erected, and arrangements have been made for removing all overhead wires and poles. Through these improvements it is hoped that production will be increased by at least 50 per cent.

Baskets and Boxes

Extensions in the Plant of the Oakville Basket & Veneer Co., Limited

The Oakville Basket & Veneer Co., Limited, have erected two new buildings. One of these is two storeys high and 75 x 80 feet. It will be used for the manufacture of 4—one wirebound boxes. The second is a three-storey building, measuring 32 x 200 feet. The ground floor of this building will be entirely devoted to the manufacture of baskets.

Owing to delay in obtaining machinery, the date on which manufacturing will commence in these new buildings cannot be definitely stated.

A Motor Castings Company

Dominion Motor Castings, Limited, Capital $250,000, Apply for Charter at Windsor, Ontario

A company formed for the manufacture of all sorts of castings used on motor vehicles will shortly commence operations at Windsor, Ont. A charter has been applied for under the name of Dominion Motor Castings, Limited, for a $250,000

The Canadian Appraisal Company
Limited

The Pioneer Appraisal Organization of Canada

ESTABLISHED 1905

OWING to the rapid growth of our business, we have moved into more commodious offices, and our staff, already considerable in numbers, is being largely augmented.

We are therefore able to assure prospective clients of our prompt attention to any work that may be entrusted to us.

Our unique appraisal experience in Canada, covering as it does, a period of fifteen years, and investigations of properties representing every line of industry that is carried on throughout the Dominion, qualifies us in a very special manner to undertake appraisal service of every description.

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Made in Canada Conduit

For
Electrical
Wiring

Labelled under Supervision of Underwriters' Laboratories

XCELADUCT

GALVANIZED

Manufactured by

National Conduit Company, Limited

Toronto

capital, the incorporators being A. Morrill, P. McKee, C. A. Ripley, L. Smitherman and R. St. Clair.

The factory, which is now under construction on a lot 400 x 144 feet at the southeast corner of Windsor Avenue and Hanna Street, will have 23,000 square feet of floor space. About one hundred and fifty men will be employed and a daily output of forty tons of castings is expected.

Nearing Completion

Premier Tire & Rubber Company, Limited, Expect to Operate New Plant Beginning of Next Year

The plant of the Premier Tire & Rubber Company, Limited, at Beamsville, Ontario, is now nearing completion, and the Company expect to be running about the beginning of next year. The building is a one-story brick and concrete structure measuring 150 x 50 feet. The output of tubes is estimated as from four hundred to one thousand a day.

Tobacco Manufacturers Expand

Changes in the Plant and Equipment of Benson & Hedges (Canada), Limited

Benson & Hedges (Canada), Limited, manufacturers of cigars and cigarettes, have been making extensive additions to their plant and equipment. Their former plant at 210 Lemoine Street, Montreal, having proved too small for an increasing export and domestic trade, they have moved to 45, 47 and 49 Coté Street. The floor space in the new building is 46,000 square feet as compared with 12,000 square feet in the old factory. With this increased accommodation and the new and up-to-date machinery which is being installed, they expect to double their annual output for Canada, and increase their export business by about 75 per cent.

Another Branch Plant

The Carr Fastener Company Establishes a Canadian Factory at Hamilton, Ontario

The Carr Fastener Company, of Cambridge, Mass., have under construction at Hamilton, Ontario, a two-story reinforced concrete building approximately 72 x 172 feet. Here, under the name of the Carr Fastener Company of Canada, Limited, they expect to employ about 75 hands making the "Dot" line of fasteners. This line, according to their advertisement, includes "a fastener for every fastener need," and their list of articles to which this slogan applies is a long one. Manufacturing operations are expected to begin in the Hamilton plant about September 1st.

A Franco-Canadian Industry

Perrin Freres & Cie., of Grenoble, France, Locate Factory in Montreal under name of V. Perrin & Cie.

V. Perrin & Cie., the firm doing business in France under the name of Perrin Frères & Cie., have recently established a factory at 323 Bleury Street, Montreal. Here they will carry on the manufacture of kid, cape and mocha gloves of the best grades, taking all necessary measures to obtain workmanship of the highest standard. This Montreal factory brings the number owned by this firm up to seven. In addition to the parent factory at Grenoble, there are three others in France, one in England, and one in the United States.

For various reasons the Brunswick Canadian Products Company have decided to postpone the erection of their proposed plant at Woodstock, Ontario. It is probable that the project will be resumed at a later date.

Nova Scotia Steel & Coal Co.
LIMITED

PLATES

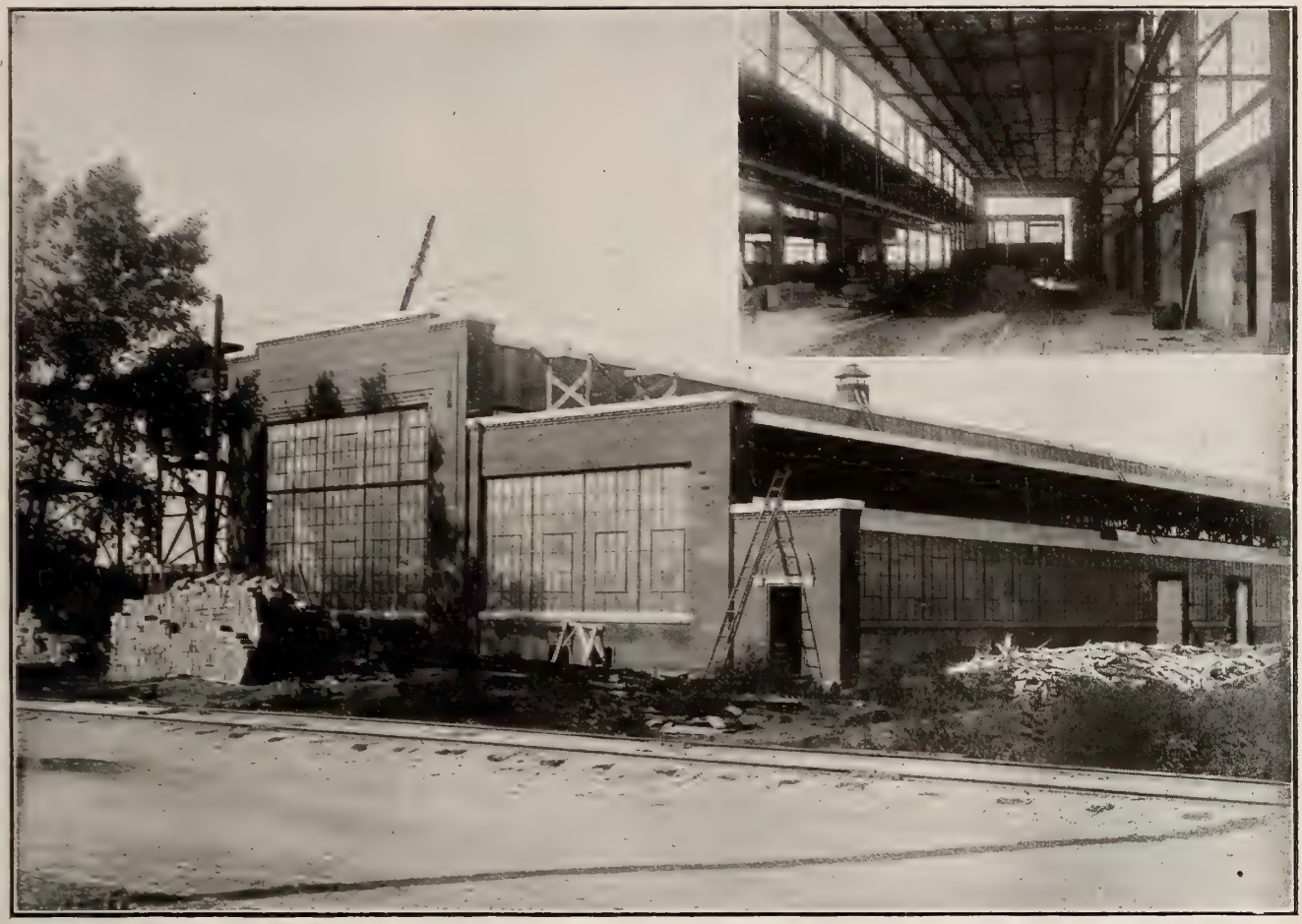
1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

Fluid Compressed Steel Forgings

We manufacture Merchant Bars, Rounds, Flats, Squares, Ovals, Half Ovals, Tires, Sleigh Shoes, Plain or Twisted Concrete Bars, Agricultural Sections, Cold Drawn Shafting, Machinery Steel, Angle Bar Fish Plates, Track Spikes and Bolts.

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TORONTO

Large Addition Opened

Jenkins Bros., Ltd., Hold a Dance in Their New Machine Shop

With its spacious interior transformed for the time being into a veritable fairyland of flags, streamers and bunting, the new machine shop for the iron valve division at the Jenkins Bros., Limited, plant, 103 St. Remi Street, Montreal, was recently the scene of a very enjoyable social entertainment. Gotten up by way of fittingly inaugurating the opening of this latest addition to the valve manufacturing establishment, its success was noticeable both as regards the numbers in attendance and the excellent arrangements which characterized it throughout. Certain it is that the four hundred or more couples participating, including the management, employees and invited guests, enjoyed every instant of the time from the moment of their arrival until their departure in the "wee sma' hours."



Dance held by Jenkins Brothers, Limited, when New Machine Shop was Opened

Mr. W. F. Trimble, the managing director, after tendering the gathering a very cordial welcome, outlined the provisions made by the Company for the future welfare of the employees under the group insurance system, as well as a pension scheme. The hearty applause which greeted the conclusion of the speaker's remarks was evidence of the keen interest and wholehearted approval displayed by those directly concerned.

A flashlight photograph was then secured of the entire assemblage, after which the festivities began in real earnest. The fascination of the euchre tables attracted a goodly number of those present and throughout the evening vied with the dancing floor in the matter of popularity. The latter, specially laid for the occasion, was all that the heart or feet of the most particular devotee of the "light fantastic" could desire, its attractiveness being still further enhanced by the stirring music of the Grenadier Guards Band.

Much interest was displayed by those present in a group of photographs showing the steady growth of the institution from the period of its establishment, in 1864 in the United States, and 1906 in Canada, up to the present day. With the increased manufacturing facilities which the new machine shop will afford the iron valve division, the Company will



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Quality

CONFIDENCE

THE GREATNESS OF BRITAIN IS FOUNDED ON HER INTEGRITY.

HER STRENGTH SHE DERIVES FROM WORLD COMMERCE—HER ENDURANCE FROM CONFIDENCE.

THE WAR TEMPORARILY RETARDED HER CONSTRUCTIVE EFFORTS, BUT THE POWER OF THE CONFIDENCE OF THE PEOPLES OF THE WORLD WILL RESTORE TO HER IN MORE BRILLIANT FORM THE LEADERSHIP SHE HAS JUSTLY EARNED AND PROUDLY HELD.

CONFIDENCE IS THE FOUNDATION OF OUR POSITION IN THE WORLD OF IRON AND STEEL—OUR PROGRESS DEPENDS ON IT.

WE HAVE BEEN SUCCESSFUL IN THE PAST—THE FUTURE IS BEFORE US. TO ADVANCE, WE MUST CONTINUE TO MERIT THE CONFIDENCE OF THE BUYERS OF STEEL AND IRON PRODUCTS OF EVERY DESCRIPTION IN CANADA, AND WE ARE DETERMINED TO ADVANCE.

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CANADA
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Drop Forgings

ONE of the largest and best-equipped Forge Plants anywhere, is at your call for Drop Forgings of any kind, particularly in large quantities.

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Continental Life Building, Toronto

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be in a splendid position to handle their steadily increasing business.

At the refreshment counter everything that the inner man (or woman) desired was served in a most generous way. Full justice having been done there, dancing was again resumed, and the hour of departure—2.30 a. m.—heralded by the strains of the National Anthem, brought the delightful evening to a close.

Collingwood Shipbuilding Co.

Shareholders Agree to Sell to a Subsidiary of the British Empire Steel Corporation, Limited

At a meeting of the shareholders of the Collingwood Shipbuilding Co., Limited, held in Collingwood July 27th, it was unanimously agreed to sell all their assets to the Collingwood Shipbuilding Corporation, Limited, who are a part of the British Empire Steel Corporation. By the terms of the agreement the Collingwood Corporation undertakes to pay all accounts, and to assume all agreements of the Collingwood Shipbuilding Company.

The consideration as unanimously accepted by the shareholders is that set out in the official notice as follows:

(a) First mortgage ten-year 6 per cent. serial bonds upon the property of the Corporation, of the par value of $1,950,000 unconditionally guaranteed as to principal and interest by the British Empire Steel Corporation, Limited (Nova Scotia Corporation).

(b) Seven per cent. cumulative preference stock of British Empire Steel Corporation, Limited, of the par value of $1,040,000.

(c) Seven per cent cumulative second preference stock of British Empire Steel Corporation, Limited, of the par value of $1,040,000.

(d) Common stock of British Empire Steel Corporation, Limited, of the par value of $1,040,000.

Western Match Co., Limited

Will Manufacture Matches by the "New Square Match System" at Neepawa, Manitoba

A new industry under process of organization is the Western Match Company, Limited. The company, capitalized at $200,000, have secured buildings at Neepawa, Manitoba, where they will carry on the manufacture and distribution of matches for Western Canada. J. D. Mantion, formerly of the E. B. Eddy Company and of the Diamond Match Company in the United States, is superintendent. Numerous machines perfected by him will be used in the new factory, and an output of one hundred cases per day is expected.

The manufacturing process to be used is known as the "New Square Match System," patent rights of which are in possession of the Western Match Company. By this system, it is claimed, three matches can be cut from a given dimension of lumber as against one match cut by other machines now in use. The new machine also cuts three times as many matches in a given period of time as are cut by other machines. The amount of composition used is also reduced by the new system, and the match splints can be cut from green lumber, thus eliminating a large investment in lumber set aside for seasoning.

The Manitoba Finance Corporation, Limited, who are selling stock in the industry, estimate the earnings of the new company as at least $50,000 per annum. This will be derived not only from the sale of matches, but also from leasing or selling machines to foreign corporations for manufacturing matches outside of Canada.



Reinforced concrete extension to the plant of Horn Bros. Woollen Co., Lindsay, Ont., erected under the extreme weather conditions of December, January and February last. A distinctive feature is the unusually high ceiling (25'-0") of the lower storey which forms the dye house.

JOHN V. GRAY CONSTRUCTION CO.
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You know what it means—some employee off here, another there—a broken link in the system of your plant that causes delay.

Safeguard the health of your employees with

DENNISTEEL
Made in Canada

Steel Lavatory Partitions

From a hygienic standpoint nothing equals them. They are fireproof, non-markable, indestructible.

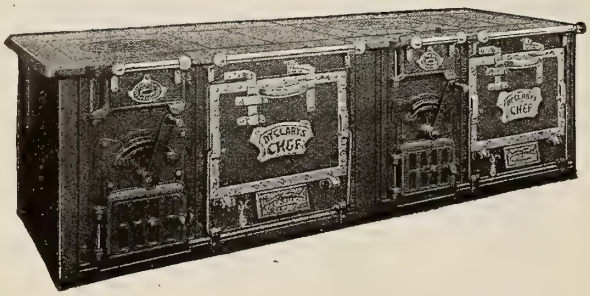
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Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc.
Ornamental Iron and Bronze,
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THE DENNIS WIRE AND IRON WORKS CO. LIMITED
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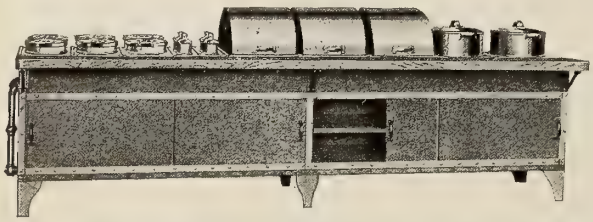
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For a generation we have been establishing our productions in numerous Hotel Kitchens and Cafeterias throughout the Country. Expert designers, engineers and skilled workmen have devoted all their attention to this class of interior efficiency. From year to year our clientele has considerably increased. This acceptance of our proposed ability to design and equip



thoroughly modern and satisfactory installations has given us the necessary extensive experience so essential in broadening out into the larger field of complete Hotel Kitchen and Cafeteria Equipment. During the past few years we have handled from Coast to Coast a considerable number of complete installations that are giving such satisfaction as thoroughly justify your confidence and inspire our further efforts.



Our ability to serve is unquestioned. McClary's have an organization that covers Canada. Each Factory, Branch and Warehouse stands ready to meet your needs at shortest notice.

We invite correspondence and the opportunity to lay out and submit specifications covering any of your requirements. Our experts, without obligation to you, will send you blueprints and detailed information with prices and deliveries.

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	EDMONTON	

Bennett, Limited

Makers of Shoe Supplies Extend Their Plant at Chambly Canton, P.Q.

In order to take care of their counter factory and to gain extended space for the operation of their board mill, Bennett, Limited, makers of shoe supplies, at Chambly Canton, P.Q., are building an addition to their present plant. This addition when completed will be 110 x 66 feet, and should be in use by September 1st. This being only one of several additions which the Company hope to be able to make from time to time, it will be used for the counter factory machinery only.

Making Pulp Machinery

Waterous Engine Works Co., Ltd., Making Machinery Formerly Owned by J. M. Voith Co.

The Waterous Engine Works Co., Limited, of Brantford, Ontario, have recently obtained exclusive rights for the manufacture of the entire line of pulp-mill machinery formerly owned by the J. M. Voith Co., New York. This line includes pulper, refiner, paper machine screen, sliver screen, magazine grinders, etc. Of particular interest is the magazine grinder, of which a cut is reproduced on this page. *The Pulp and Paper Magazine* describes these grinders as follows:

"The capacity of these grinders is from 16 to 25 tons of dry pulp in 24 hours, depending on the wood to be ground, and the pulp required. The wood is cut into 48-inch lengths, instead of 24-inch, which represents a considerable saving in a year's sawing. Also, the cost of labor per ton of pulp produced by these grinders is about 50 per cent. less than on the old styles, and the operators are working in a clean, steamless room, handling or cutting no wood whatever, so that their whole time is devoted to seeing that the grinder is producing properly. Three men only are required to operate each four grinders, producing 80 tons of pulp, one man on main floor to look after the operation of the machines, and two on the charging floor to load the magazines.

"As to the power consumed by these grinders, actual figures obtained from the averages of weekly returns show that one ton of news pulp is produced with 56.6 h.p., as against 67.8 h.p. required by other types. This low power consumption is due to the peculiar design of this machine; its operation is entirely automatic and pockets are refilled from the magazines by gravity in a minimum time. Extremely sensitive governors are used which increase the pressure on the working pockets, to compensate for the reduction of load while other pockets are being recharged. Each machine has only two pockets, placed horizontally and directly across the stone from one another. This construction eliminates to a large extent friction in the shaft bearings."

Orders for these grinders have been numerous. The Laurentide Company, Limited, have ordered six, the Belgo-Canadian Pulp and Paper Company, four, the Brampton Pulp and Paper Company, three, the Port Arthur Pulp and Paper Company, six, and the St. Maurice Lumber Company, twelve.

Rebuilding Plant

Expansion of the Booth Fisheries Company at Wiarton and Owen Sound, Ontario

The Booth Fisheries Company are in the process of rebuilding their plant at Wiarton, Ont. The present structure will be replaced by a new building which comprises a freezer, ice house, fish house and office. In addition to the Wiarton alterations the company propose to start construction work on a plant in Owen Sound during the spring of 1921.

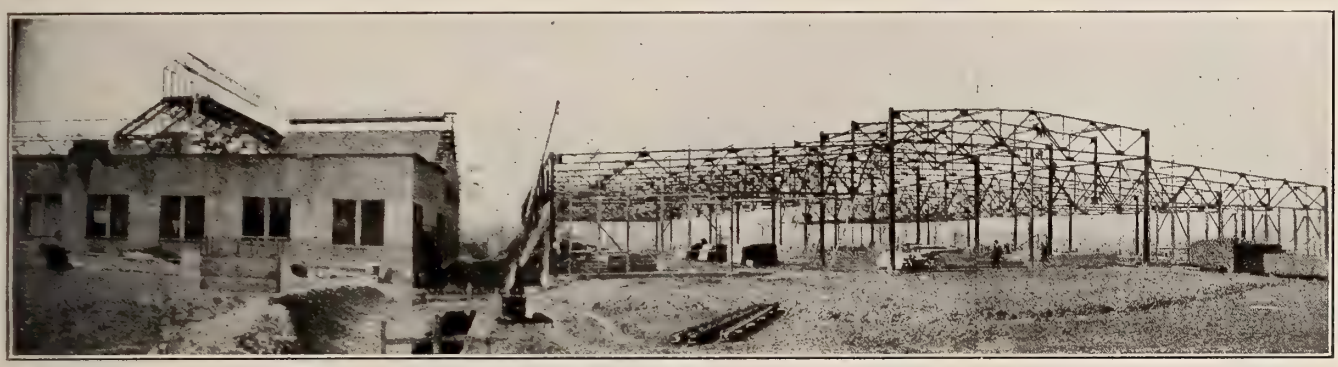
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Steel Buildings for Glass Works. Thorold, Ont.

Steel Railway and Highway Bridges, Buildings, Crane Runways, Towers Turntables, Tanks, Girders, Trusses and Columns

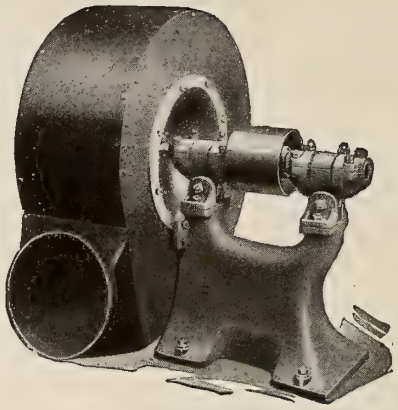
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WIRE WORKS: ST. HENRY, MONTREAL



Reduce the Fire Hazard

Floors and machines covered with sawdust, chips or shavings, increase the fire risk in wood-working plants.

A spark from defective wiring or a hot bearing on a machine might cause a disastrous fire.

Insurance companies invariably reduce the premiums where adequate precautions have been taken to prevent fires.

The Canadian Standard Reversible Mill exhauster will remove all of litter directly from the machine and at a very low up-keep cost.

Why not write for sure information. Will be glad to mail you Catalogue 410-77 ---- gives detailed information.

The Canadian Blower & Forge Company
Limited
KITCHENER, ONT.

The Business Cycle

An Analysis of the Underlying Causes of Periodic Prosperity and Depression

By B. M. A.

From the Commerce Monthly of the National Bank of Commerce, New York

As our understanding of crises has increased we have come to substitute for the notion of crisis the notion of "business cycle" and to recognize that the crisis is merely a phase of the general rythmic movement in business—crisis followed by depression, depression by prosperity, prosperity by crisis again, and so on. There is good reason for believing, too, that with better understanding of the business cycle we are gaining better control of it, that the period of prosperity can be lengthened, that the crisis can be made less severe, and that the period of depression can be shortened. If we can minimize the extravagance and mistakes of the prosperity period we can make the reaction from it less severe. This relates to the normal crisis. Great disasters, such as a world war, will bring derangement under any system imaginable. Natural disasters —earthquakes, fires, tidal waves, crop failures and the like— striking at great and rich centres of population, may bring unexpected business and financial shocks. But the normal crisis which brings every prosperity period to a close can ultimately be reduced to a relatively painless process of readjustment.

Crises must be distinguished from panics. The crisis is an affair of industry generally, the panic is an affair of the money market. Crises come when active business men find that their creditors, whether banks or investors or other business men, begin to insist upon a contraction of credit and a liquidation of debts. A crisis means the end of a boom period, the inauguration of a period of slow business and depression, accompanied by a settling up of debts and a readjustment of prices. Usually this involves a good many bankruptcies, but it may be a relatively painless process of liquidation. Panics, on the other hand, involve runs on banks, great tension in the money market, a situation in which solvent borrowers are unable to get adequate, if any, accommodation from banks, because the banks themselves are subject to extreme pressure from those who hold their demand liabilities.

Crises, liquidation periods, are apparently inevitable in the course of industry as at present organized. Panics, however, are largely avoidable. They grow out of an unsound organization of money and banking. Our Federal reserve system has been devised to make panics impossible in the future, and there is abundant ground for confidence that we shall not see again in the United States such demoralization and chaos in the money market as the years 1893 or 1907 witnessed. England has gone through a number of crises without real panics. The outbreak of the war in 1914 brought a financial panic to England, but the English system was proof against any ordinary shock. The year 1907, which brought both a severe crisis and a severe panic to the United States, was marked in England by a rather mild crisis, without any panic phenomena.

Periods of reaction and liquidation, unless too violent and prolonged, are wholesome rather than harmful. They relieve maladjustment and strain. They prevent unsound policies from being carried too far. They "hold court over values and prices, and bring aspirations face to face with realities." They give time for the maturing of new plans, and for the careful introduction of new processes. They

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SHEETS, TUBES, RODS
COPPER ELECTRICAL BUS BAR

We Carry a large stock of assorted sizes and cut up to sizes required

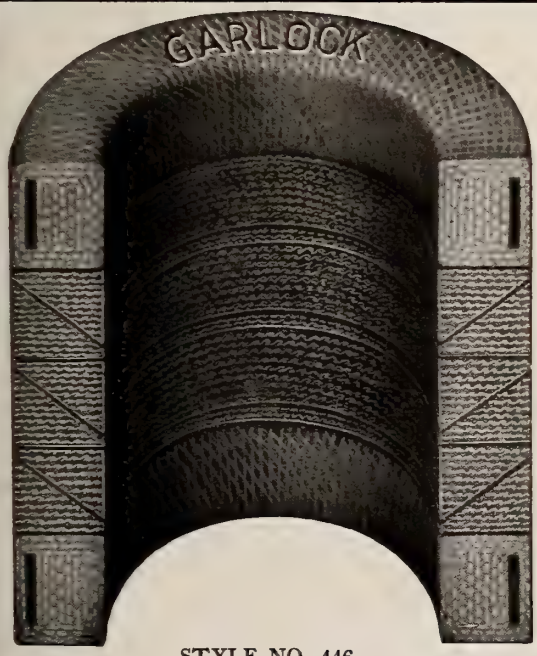
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High Pressure Steam Rods
Use Garlock Style Number 200

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Use Garlock Style Number 446

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Use Garlock Style Number 333

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Use Garlock Style Number 950

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Use Garlock Style Number 336

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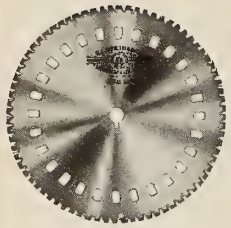
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Circular Metal Cutting SAWS

THEY withstand constant wear and cut their way easily, because they possess to the highest degree both toughness and ductility. Atkins skillful smithing insures an accurate cutting. A comparative test will demonstrate these facts. Our free booklet on Atkins Circular Metal Cutting Saws contains a wealth of information. Send for it.

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The Sterling Quality Saw People

Established 1857

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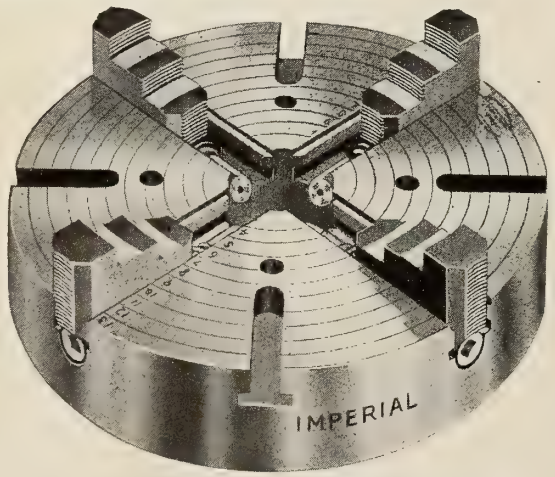
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check wastes and restore efficiency. They allay financial fevers. They need mitigation and control—but progressively we are learning to mitigate and to control them.

The Cycle

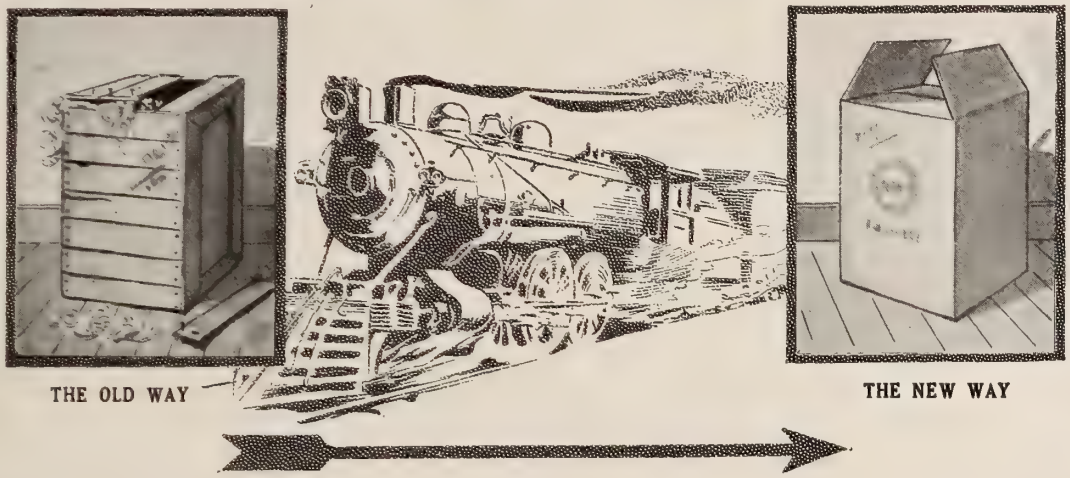
The normal business cycle, as it occurs in the absence of special disturbing factors like a great war, has been carefully worked out by a number of recent writers.* The description may start at any place in the business cycle, and the analysis will work around again through the cycle to the starting point. It is convenient to start with the close of the period of depression.

At the end of a period of depression we find the following situation: (1) prices are low; (2) there have been drastic reductions in costs; (3) the margins of profits are narrow; (4) bank reserves are high; (5) conservative policies obtain as to borrowing, capitalization and loans; (6) stocks of goods on hand are moderate; (7) buying is cautious. In such a situation an expansion in the physical volume of production and sales takes place, often with prices still falling. During the period of depression which is coming to a close, people have used up their stocks of clothing and shoes, have reduced the volume of household furnishings, linen, china and the like, factories have allowed equipment and stocks of raw materials to get as low as seems wise, and new buying is forced upon everyone who is in a position to undertake it. Moreover, a growing volume of conservative business men and investors who had "sold out" on the crest of the preceding wave of prosperity, have reached the conclusion that things have about reached bottom and are disposed to invest or to start business again. There come then a slow and cautious revival and expansion in the physical volume of trade. Slow at first, this process is cumulative, and it gradually turns slow business into active business. The revival may start in a narrow field, but necessarily it spreads to other fields, because the active concerns will have more spending power, which leads them to increase their buying from other enterprises. The active concerns, moreover, employ more labor, which increases the spending power of laborers and increases the demand for many things. Increased retail demand leads to increased demand on jobbers and wholesalers, who pass it on to manufacturers, who take on more laborers, who increase their retail buying. The quickening of industries reacts on the starting point, which is quickened and gives renewed impetus to other fields.

There comes, moreover, a psychological change. The "temper of business" is not a thing which is made by men as separate individuals. Rather, it is a social product. The man who finds business in his own line expanding becomes an optimist with regard to business at large. He talks with other men. They, even though they have not felt increased orders for their own goods, begin to be influenced by his optimism. The process is partly rational and partly non-rational. The mere fact that men find their neighbors more cheerful influences them unconsciously even in the face of facts. On the other hand, the man who has been delaying an increase in his own business activity may well find a valid ground for taking positive action if he finds increasing confidence among those about him. The temper of business, an intangible and psychological thing, is, none the less, one of the most fundamental realities with which business men must reckon. No business man can run counter to a general feeling of despondency, even though he be sure that it is ill-grounded, without incurring risk of loss. On the other hand, a business man may well find it worth while to "swim with

*By far the best book on the subject is that of Wesley C. Mitchell, whose *Business Cycles*, published by the University of California Press, in 1913, contains a wealth of statistical materials by which the theory of the matter is carefully checked.

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the tide" of business optimism for a short time at least, even though he be sure that it is ill-grounded. There are, in the business world, a few strong figures who can stand out against the prevalent optimism or pessimism, little influenced by it, and profit by running counter to it, but to do so requires a long purse, a clear head and unusual courage.

The price level is often slowly falling when the revival begins, but the expansion of trade stops this. For when business men have plenty of orders they stand out for higher prices. Moreover, when prices start to rise, the expectation of higher prices makes buyers increasingly eager. The rise of prices, like the volume of trade, spreads rapidly through all fields. The advance in prices in one establishment puts pressure on someone else to recoup himself.

The rise of prices is uneven. Retail prices lag behind wholesale prices. Consumers' goods lag behind producers' goods. Finished products lag behind raw materials. Retail prices are influenced a good deal by custom. Moreover, the retailer's total costs do not increase as fast as the wholesale prices he has to pay. His overhead charges do not increase as fast as wholesale prices do, and even if he adds all the increases of the wholesale prices to the retail prices, the percentage increase in retail prices is not so great as the percentage increase in wholesale prices.

Unspecialized raw materials, like pig iron, tend to rise faster than finished products, like knives, because they respond more quickly to demand from many quarters, increasing demand not only for knives but also for steel rails, for wire fencing, for tin plate and for many other things.

Wages often rise more promptly than wholesale prices, but in general the increase is much less. Wages are much more influenced by custom than are wholesale prices. Discount rates rise sometimes faster and sometimes more slowly than wholesale prices. Interest rates on long time loans move slowly in the early stage of the revival. The prices of stocks, especially common stocks, advance before the rise in wholesale prices, and go much higher than wholesale prices.

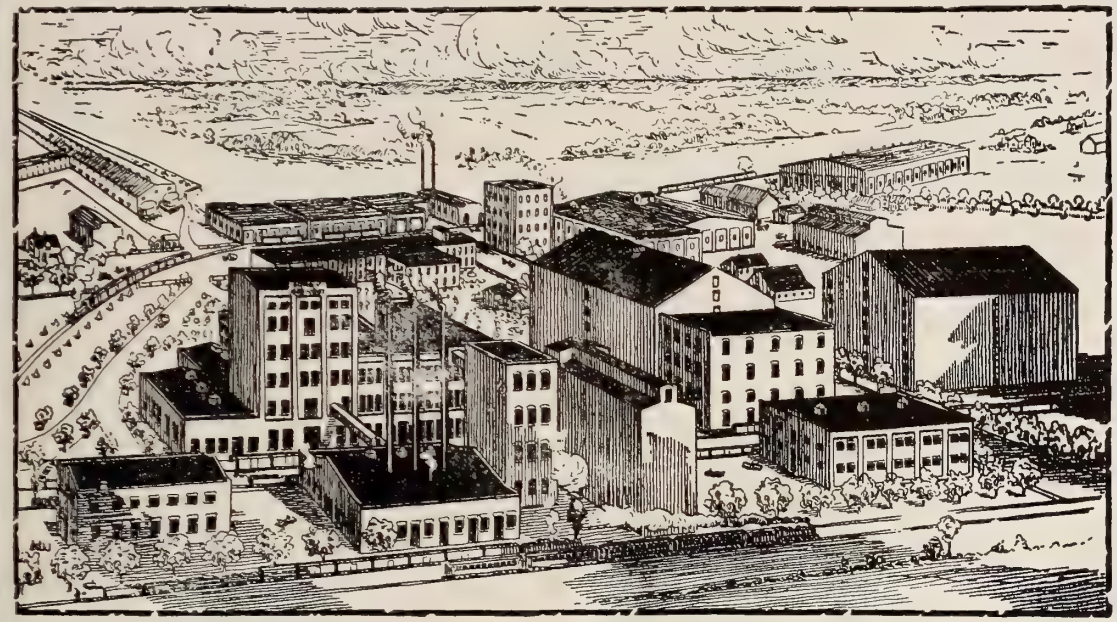
The unequal rise in prices in the great majority of cases means a great increase in profits in the revival period, since most of the elements of cost rise more slowly than wholesale prices. Raw materials, and sometimes bank rates rise faster than finished goods, but wages lag behind, while supplementary costs or overhead charges are commonly fixed by old agreements covering rentals on leases, salaries and interest on bonds.

The increase of profits and the prevalence of optimism leads to a great increase in investment. This means more orders and higher prices for structural steel, other building materials, machinery, etc.

These factors are cumulative. The rise in prices at one point, increasing the incomes of those engaged in a given industry, increases their ability to buy, which stimulates others, and so on.

Why should not this process continue indefinitely? What is there to bring prosperity to a close? The answer is to be found in several factors.

For one thing, business mistakes are made. Heavy investments are made in enterprises which either fail to return profits or else fail to return them on the scale expected. The crisis of 1873, for example, grew largely out of an overbuilding of transcontinental railroads, which ran so far in advance of the development of population that they were unable even to earn interest on their bonds. In some measure, overextensions in particular lines, with the result that profits fail to materialize, and even fixed charges fail to be earned, occur in every period of prosperity. Business op-



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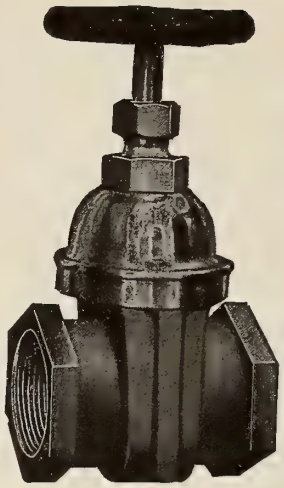
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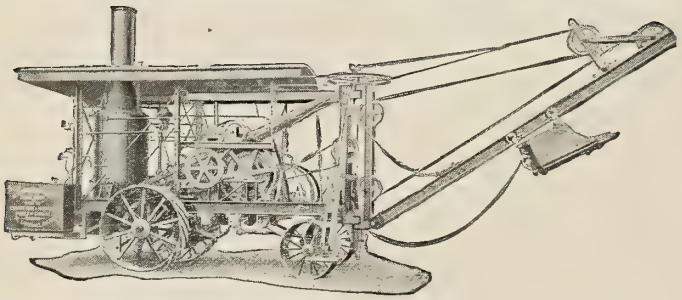
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timism tends to run beyond reasonable limits. Speculative imaginings take the place of careful calculation.

In the second place, even though business plans be soundly laid at the beginning of a period of prosperity, taking into account the prices and costs that prevail at that time, the very prosperity itself may so alter the data on which the plans were made as to construction and other costs, as to upset the plans, and make it necessary for the enterprise to call a halt, take stock and readjust. Finally, throughout the business field, as the period of prosperity goes on, there is a tendency for costs generally to rise at a very rapid rate.

During the early part of the prosperity period, supplementary costs, or overhead charges, tend to decline per unit of output until existing plants are fully employed. When, however, production necessitates an increase more rapidly than the output. Leases and other contracts expire, moreover, and have to be renewed at much higher rentals. Bond issues at low rates of interest mature and, especially toward the end of the prosperity period, renewals can be made only at much higher rates. So strikingly true is this that it regularly happens that strong corporations, toward the end of a boom, will defer the refunding of maturities and issue short-term notes, expecting after a year or two to be able to refund them into long-time issues at lower rates. The pressure on the capital market grows more and more intense as prosperity increases. Prosperity breeds extravagant consumption, and extravagant consumers save less for investment. Even those who regularly save for investment find it increasingly difficult to do so as the cost of living rises. The end of a period of prosperity is almost always characterized by high interest rates on investments and by a great scarcity of new money for long-time investment.

Short-term money rates and the rates on commercial paper rise, making it more expensive for the wholesaler to carry his inventories or for the manufacturer to carry his materials and work in process.

Other costs increase rapidly. Old plants and ill-located plants are brought into use as the better plants, which alone were worked in the period of depression, are fully utilized. The output of these old and ill-located plants is turned out at a higher cost. Labor cost rises perhaps most of all. This is not due only to the increase of wages. It is due partly to overtime work for which higher rates are paid. It is due partly to the weariness of the laborer, which overtime work involves. Laborers cannot engage in overtime work week after week and month after month without reducing their efficiency. Employers, seeking to enlarge their labor force, moreover, are obliged to take on undesirable individuals who would not be employed in a depression period. Perhaps most important of all, shop discipline is lessened in a prosperity period. Laborers who are sure that they can get a job for the asking across the street cannot be held to their tasks in a period of prosperity as they can in a period of depression. On this point both laborers and manufacturers seem agreed. Laborers complain of "speeding up" in a time of depression, and manufacturers complain of "loafing on the job" in a period of prosperity.

Managerial efficiency is lessened as the pressure of prosperity increases. Managers cannot watch the business so closely. Small wastes multiply, rush orders make for confusion. The pressure, moreover, which working on small margins involves, is removed.

The very prosperity of most businesses impose serious burdens on those businesses which are least able to raise their prices or to increase their markets. Where prices are fixed by law or by public commissions, as in the case of municipal utilities or railways, a prolonged period of pros-

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perity is apt to increase costs seriously at the expense of profits. Businesses tied up with long-time contracts are similarly placed. Moreover, there are always lines in which recent construction has grown faster than the market. Maladjustments increase. High rates of interest not only check current demand for goods of various kinds but also make it difficult for speculators to hold them off the market.

Consequently, at the height of a period of prosperity, an important minority faces declining and vanishing profits. The decline of profits means the doubtful solvency of many outstanding credits. In such a situation it is only a question of time until a readjustment and liquidation is forced. Creditors begin to get nervous. The very rise in interest rates tends to reduce the values of investment securities which have been used as the basis of collateral loans—a phenomenon well known in the bond market. The basis of all credit is, in last analysis, earning power, and with the actual or prospective decline in the profits of a business, its creditors, whether banks or other businesses, tend to demand additional security or to insist on contraction of credit. When profits get shaky, creditors get nervous and force liquidation. A crisis comes. The liquidation extends over the whole field. If a debtor is pressed he is obliged to press his own debtors. The pressure may take the form of offering extra inducements for prompt settlement, as where a seller offers a buyer more than the customary 2 per cent. discount for cash. It may take many forms. If one man succeeds in meeting the pressure upon himself he does so at the expense of others who are embarrassed by it. A sudden change takes place in the temper of business. For many business men the question of profit-making gives place to the question of maintaining solvency. Business men quit pushing sales vigorously, especially when doubtful of the credit of buyers. There comes a rapid falling off of the volume of business. Even when few failures occur the temper of business changes. Pessimism replaces optimism—sometimes almost overnight.

If banks fail to pay their depositors on demand and if they contract loans (or fail to expand loans) a panic comes. This has happened in America a number of times, notably in 1893 and 1907. It did not happen in England, Germany and France in those years because of the better organization of the banking systems. There is little chance of panic when depositors can get their money on demand and when solvent business men can borrow the amounts necessary to meet their pressing obligations.

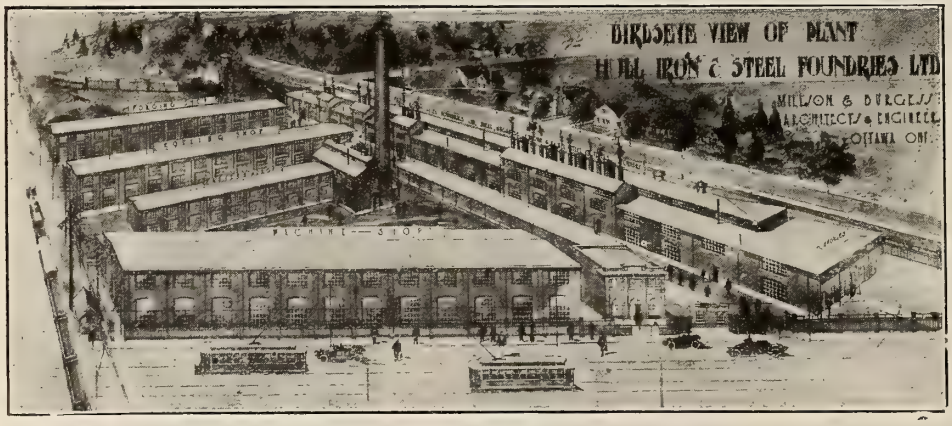
If a panic comes a great many plants are temporarily shut down. With the passing of the panic these are reopened and there comes a short-lived revival immediately after the panic. This short-lived revival is chiefly for the purpose of finishing orders not wholly completed, for delivery to solvent firms who do not desire to buy the goods but who are obliged, under their contracts, to take them. New orders do not follow, however, and a period of real depression follows. In this period, consumers' demand falls off as labor is discharged and as profits fail to appear. Investors' demand for construction falls off most of all. These tendencies are cumulative just as the reverse tendencies in the period of prosperity were cumulative. The falling off of orders in one business reacts on the other businesses which sell to it. Prices fall. Wholesale prices fall faster than retail prices. Raw materials fall faster than finished products. Wages do not fall so fast, but they fall. Common stocks fall faster and farther than anything else. High-grade bonds, on the other hand, tend to rise as investors turn to the safest forms of investment, and as the pressure on the capital market is relaxed.

The depression lasts until liquidation is completed. Inefficient firms are weeded out. Costs go down. A reorganization of leases and of bond issues brings rentals and other fixed charges down. Interest falls. Bank rates get low. Bank reserves increase. Labor costs go down. This is partly because wages go down, partly because overtime work ceases, partly because shop discipline improves, partly because the least efficient laborers are unemployed.

We are thus brought back to the point at which we started, the point at which a revival is due. As the depression period continues, clothing, materials, structures, machinery, etc., wear out. Population continues to grow; bargain sales of the equipment of defunct enterprises cease, and new things finally have to be bought. The men who have been waiting for "bottom" to be reached, decide that the time for action has come. At low prices business begins to increase, and the cycle of prosperity, crisis and depression starts again.

Banking Policy in a Crisis

When the banking and currency system is sound and elastic it is almost always possible to prevent a crisis from degenerating into a panic. It is no part of the duty of the banks in a crisis period to force, by artificial methods, a continuance of waning prosperity. It is not their duty to provide funds for expansion of new enterprises at the high costs which the end of a prosperity period involves. It is not their duty to encourage customers to borrow for the expansion of established businesses. Banks will rather seek to persuade their strongest customers to curtail borrowings in the interests of the general situation and may even seek to persuade their strongest customers to make loans to help relieve the situation. But banks will lend freely to enable solvent firms to meet their quick liabilities. It is their busi-



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ness to protect solvent firms, but not to protect insolvent firms. It is their business to assist solvent firms to mobolize slow assets, but it is not their business to validate bad assets of insolvent firms. They may sometimes find it necessary to protect a firm which is largely but not wholly good for its liabilities, in order to prevent the throwing of its assets on a demoralized market, which would occasion severe losses to its solvent creditors. The banking community will especially be disposed to come to the rescue of temporarily embarrassed banks if such should appear.

But the significance of a crisis is that the business community pauses to take stock. The crisis is a time when weak spots are tested, when unsound policies are reversed. If a crisis and depression are to be followed by a period of soundly based prosperity, it is necessary that the cleansing be thorough and that really insolvent businesses be reorganized. The difference between a crisis and a panic is that in a panic solvent businesses may be pulled down and new weaknesses created. The banking community has done its full duty to the business community if it prevents a crisis from degenerating into a panic.

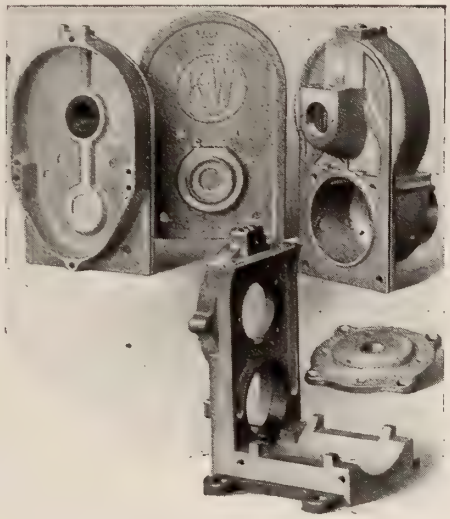
With the best will in the world our banking system has failed in this in virtually every important crisis in the past except that of 1914. Since the Civil War the reason was to be found chiefly in our almost wholly inelastic currency. Our currency has consisted partly of greenbacks, fixed in amount by law; partly of national bank notes, the volume of which depended more on the price of Government bonds than on anything else, and which have shown very slight elasticity over short periods of time; silver and silver certificates, whose volume had no relation to the demands of trade; and gold. The volume of gold had considerable elasticity since we could draw gold in from the outside world, or could release gold to the outside world. During the panic of 1893 when there was uncertainty regarding the maintenance of the gold standard in the United States, gold tended to leave the country rather than come to the country, and this intensified the evils of the situation. The panic of 1907, however, was relieved by the importation of about $100,000,000 in gold in the last two months of 1907.

The provision of emergency currency under the Aldrich-Vreeland Act made it possible in 1914 for the currency to expand rapidly to meet the unusual needs of a crisis period. Country banks were not under pressure to draw on their New York balances in 1914 to the extent that they did in earlier crises. New York banks consequently did not find their reserves inadequate at this time when they needed them most. It was possible for the banks of New York and throughout the country to make such new loans as were necessary for the protection of solvent businesses.

The Federal reserve system, under which Federal reserve notes can be freely issued against the rediscount of commercial paper, and under which the legal reserve ratio can be suspended in emergencies by the Federal Reserve Board, would seem to eliminate all danger that an actual shortage of hand-to-hand currency would embarrass our banks in crises in the future. Bank reserves, under the new system, consist of deposits with the Federal reserve banks which can be replenished by rediscount of commercial paper, or paper secured by obligations of the United States Government, at need; and hand-to-hand cash which banks may pay out to depositors can be increased at need by obtaining Federal reserve notes through the same process. No currency and banking system can avoid the recurrence of crises in the sense of liquidation periods, or periods of readjustment, but we have strong grounds for confidence that under wise financial leadership our currency and banking system has made us panic-proof.

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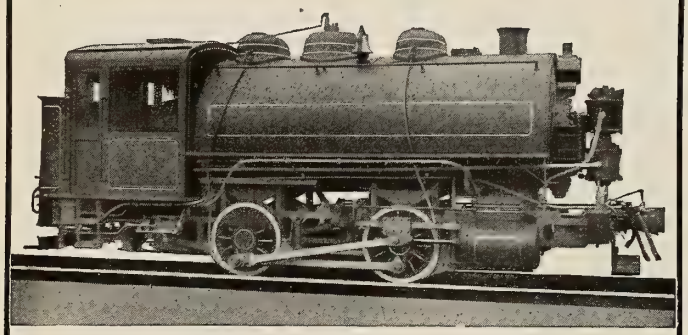
The Control of the Business Cycle

There is a proposal for "stabilizing the dollar," in such a way as to keep the average of wholesale prices unchanged. The originator of the plan thinks that it would eliminate the business cycle in large measure. The plan is to withdraw all gold coins from circulation, and to substitute for them gold certificates redeemable in a varying amount of gold. As the general average of prices, or the "general price level," rises, the Government would increase the amount of gold paid in redeeming gold certificates by such a percentage as would pull prices down to the original level, while as prices fall the Government would reduce the amount of gold paid in redeeming gold certificates by such a percentage as was necessary to raise prices back to the original level.

This plan has many defects. It would, for example, have led to foreign drains on our gold in the crises of 1893 and 1907. Foreign gold came to our aid in the latter crisis to the extent of $100,000,000 in two months. Had foreigners foreseen, however, that the amount in gold to be paid in redemption of the dollar would diminish as prices fell, they would have sold dollars short, would have withdrawn their balances from New York banks and intensified our difficulties. For present purposes, however, it is enough to point out that the business cycle grows, not out of variations in the general average of commodity prices, but rather, as we have seen, out of business mistakes and the unequal movement of particular prices with changes in the relation between prices and costs which affect profits and consequently credits. The ups and downs of the average of wholesale prices through the business cycle, moreover, are wholesome rather than harmful if not too violent. Falling prices tend to bring depression to a close by encouraging revival of demand. Rising prices tend to bring a boom to a close before it goes too far, by lessening consumption and checking demand. The movement of prices through the business cycle may be likened to the governor on an engine, constituting certain natural limits, and tending to steady the course of business. Business cycles need mitigation. The mitigation should come, however, not through tampering with the currency in the effort to control price movements, but rather through indirect measures, designed to take up slack in time of depression and to relieve the strain on industrial capacity in time of boom, together with measures designed to secure greater foresight in business plans and greater steadiness in the temper of business.

The most important proposal that has yet been made for the mitigation of the extremes of the business cycle is that the various grades of government, Federal, State and municipal, together with large corporations like the railroads, should adopt a buying policy designed to throw as many of their purchases as possible into the period of depression and to withdraw from the market in considerable measure at the height of a period of prosperity. A railroad, for example, which can so adjust its affairs as to increase its purchases of rails, freight cars and the like in relatively dull times, and to reduce its purchases of rails and freight cars when the strain on productive capacity is greatest, would profit by the process itself, and would lessen the extremes of prosperity and depression for general business. This policy is sometimes difficult, since the credit of the railroads is apt to be better in prosperous than in dull times, but it is perfectly feasible for the various grades of government, and especially for the Federal Government, to work out far-reaching plans covering a very substantial part of their buying.

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DOMINION EXPRESS BUILDING MONTREAL, CANADA

DOMINION FOUNDRIES AND STEEL LIMITED

Steel Products. Open Hearth Basic and Acid, Electric and Alloy Steels.

Castings. For Ships, Railways, Rolling Mills, Gears, Machinery, and Ingots to 35 tons.

Railway Specialties. Penn Couplers, Bolsters, Truck Side Frames, Draft Gears.

Forgings and Billets. Heavy Ship Forgings, Locomotive and Car Axles, Miscellaneous Forgings.

Plates. Plates and Heavy Sheets to 30 inches wide, Soft and High Carbon. Automobile Plates and Sheets.

Agricultural Steel. Soft Center and Solid Plow Steel, Harrow Discs, Shovel Steel, Cultivator Blades.

DOMINION FOUNDRIES AND STEEL LIMITED

HAMILTON - ONTARIO

ARE YOUR STEAM PIPES INSULATED?

IF NOT YOU ARE BURNING MONEY

A GOOD COVERING pays for itself in one Season, and is a revenue producer indefinitely. The Best is the Cheapest **WE HAVE IT**

EUREKA MINERAL WOOL & ASBESTOS COMPANY

118 ADELAIDE STREET WEST, TORONTO, ONTARIO

Shurly & Derrett

Limited

TORONTO

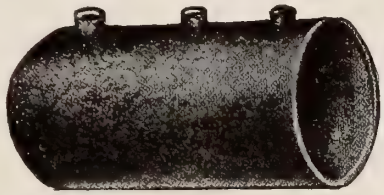
TRADE MARK.

Manufacturers of

TWINES

Mill and Spindle Binding, Etc., Etc.

GASOLINE TANKS



COPPER-STEEL WELDED TESTED HIGH-CLASS TANKS

For Underground Storage of Gasoline
Any Fittings to Suit Supplied

A high quality tank steel welded throughout, making it practically a one-piece tank. Treated with an odorless, anti-rust oil, and then painted on the outside with anti-rust acid-proof black paint. They are practically rust and corrosion proof. We are tank builders. We make a specialty of tanks. Anything we turn out in this line you can depend on. They are made by expert workmen. We put our best efforts into tank building; it is our specialty. Our tanks are built to conform to the requirements of the National Board of Fire Underwriters. They are all tested before leaving our works under air pressure by a competent superintendent and then crated and shipped so they will reach you in good condition. We believe our prices will appeal to you as being very reasonable. Nothing but the best will do for handling gasoline. If not as represented when it reaches your station, fire it back at our expense. Can we do fairer? Any size made to your order.

FULL LINE SELF-MEASURING PUMPS ALSO GASOLINE TRUCK TANKS
Write for Bulletin No. 10

The Steel Trough & Machine Co.
Limited

TWEED, ONTARIO, CANADA

ELECTRIC STEEL CASTINGS

WE CAN SUPPLY

Carbon Manganese, Alloy, Steel Castings
Forging Ingots, Etc.

Write for prices and particulars

The Electric Steel and Metals Company, Limited

WELLAND, ONTARIO



"GENUINE OAK"

LEATHER BELTING

"D.K."

BALATA BELTING

Guaranteed to Give Satisfaction

D. K. McLAREN LIMITED

TORONTO MONTREAL ST. JOHN, N.B

849 Beatty Street, VANCOUVER

GOODHUE BELTING

"Extra"

"Standard"

"Acme Waterproof"

J. L. GOODHUE & CO., LIMITED

DANVILLE QUE.

Winnipeg Agents: BISSETT & WEBB, LTD. 126 Lombard

Vancouver Agents: FLECK BROS., LTD 54 Cordova E

Agents for the Island of Montreal: STANDARD MACHINERY & SUPPLIES, LTD. 263 Notre Dame St., Montreal, Que.

As yet this policy has been very slightly applied by the governments. Some railroads have been able to do it. Government activity, however, has taken the form chiefly of emergency works in periods of depression, notably municipal woodyards and the like. These devices may relieve an acute situation regarding unemployment, but do little to start again a revival of business activity. It is better that the governments should make orderly plans stretching over a series of years, and that they should make their expenditures through the ordinary channels of trade rather than through emergency organizations of their own.

We have already seen how sound bank policy can, and does prevent crises from degenerating into panics. Banks can, and do, moreover, by careful scrutiny of credits, prevent the expansion of credit both by themselves and by their customers on the basis of unsound assets, and limit the development of dangerous weak spots at all stages of the business cycle. The influence of the banks, which are in touch with all kinds of businesses, and which consequently have information concerning general business conditions available to few merchants or manufacturers, makes it possible for them to give advice and information of a valuable sort to customers. The steadying influence of contact with many diverse kinds of business makes the banker less optimistic than many of his customers in times of boom, and more optimistic than many of his customers in times of strain, crisis or depression. He exercises, therefore, a steadying influence on the temper of business, which tends to mitigate the extremes, both of enthusiasm and of gloom. It rarely happens that business is wholly bad or that it is wholly good. In the worst crisis and depression there is a large volume of ordinary business going on. Thus, taking railroad gross receipts as an index of general physical production, there was a drop of only about 12 per cent. when the year of depression, 1894, is compared with the prosperous year, 1892. At the time when business generally is most prosperous there are always unsatisfactory elements in the situation. Business never goes wholly "to the dogs," and it is never free from some uncertainties and dangers.

There has come, too, a general knowledge on the part of business men that there are variations in prosperity, and that periods of reaction, crisis and liquidation sooner or later may be anticipated. The older business men, who have lived through the troubled times of 1893 and 1907, are apt to recognize this more than the younger business men to whom periods of trouble are matters of tradition. But there are few managers of important industries who are not on the lookout for various signs which indicate whether business is to wax or to wane, and who do not in good times seek to make provision for the pressure of bad times. There is increasing interest among business men in the problem of "business forecasting." Every trade has its journals which try to look into the future. Business forecasting is as yet a very imperfect science. Many of the elements with which it deals are highly uncertain. But the mere fact that education in these matters is spreading and that businesses are on the *qui vive* concerning them is itself a factor of safety of the first magnitude. It makes for caution in time of prosperity and it makes for courage in time of crisis and depression.

—B. M. A.

Another distribution station of L'Air Liquide Society has been opened at St. John's, Newfoundland, and customers of this company in Newfoundland will be supplied with Oxygen from there, without the inconvenience and delay necessarily associated with shipping comparatively small consignments from Canada.



Cut of 60-inch "Extra" Double Belt
Made by The J. C. McLaren Belting Co., Limited.

WE ARE HEADQUARTERS FOR ALL KINDS OF

BELTING
LACE LEATHER
CARD CLOTHING
REEDS AND
GENERAL
MILL SUPPLIES

ABSOLUTE SATISFACTION GUARANTEED

The J. C. McLaren Belting Co., Limited

ESTABLISHED 1856

Head Office and Factory
MONTREAL, Que.

Branches:
50 COLBORNE ST., TORONTO
80 LOMBARD ST., WINNIPEG

633-661
EASTERN
AVENUE



ESTABLISHED 1852

The Largest Patent Leather Manufacturers in the British Empire

A. R. CLARKE & CO., LIMITED

MONTREAL TORONTO QUEBEC

The First Canadian Industries Exhibition

LIST OF EXHIBITORS.

(*Continued from page 72*)

Leather.

Breithaupt Leather Co., Ltd., Kitchener, Ont.
C. H. Peters' Sons, Ltd., St. John, N.B.

Miscellaneous.

Canadian Polishes, Ltd., Hamilton, Ont.
Imperial Varnish & Color Co., Ltd., Toronto, Ont.
Canadian Bee Supply & Honey Co., Ltd., Toronto, Ont.
E. D. Smith & Son, Ltd., Winona, Ont.

United Kingdom Merchants & Distributors, handling various Miscellaneous lines.

John B. Keeble & Co., Ltd., acting for:
Meakins & Sons, Ltd.
Stratford Mfg. Co., Ltd.
Schultz Bros. Co.
Canadian Veneering Co.
Springer Lock Mfg. Co.
Gravenite Products, Ltd.
Canadian Woodenware Co.
Megantic Broom Mfg. Co.

Export Association of Canada, Ltd., representing:

A. Ramsay & Son Co.
C. O. Clark & Bro.
Martin-Orme Piano Co.
McClary Mfg. Co.
Eaton & Sons, Ltd.
Windsor Phonograph & Record Co.

British-Canadian Export Co., Ltd., representing The Barnet-Canadian Kitchen Cabinet and other Renfrew industries.
Canada Overseas Trading Co., Ltd., showing British Columbia salmon, timber; also canned fruits, jams, etc.

A. H. Parker & Sons, Ltd., Bristol, acting for:

Maritime Fish Corporation.
Eastern Canneries, Ltd.
Saskatchewan Co-operative Creameries, Ltd.
Canadian Cereal & Flour Mills Co.

C. H. Dudemore & Co., Ltd., exhibiting models of British Columbia wooden houses.
Dominion Machinery Co., Ltd., representing the "Elliot" woodworking machine and a variety of Canadian machinery.
S. D. Simond & Co., Ltd., showing Maple products, mincemeat, and various canned and preserved goods.

C. H. Baber: Boots and Shoes of
Blachford Shoe Mfg. Co., Ltd.
Scott Chamberlain, Ltd.
Getty & Scott.
Nursery Shoe Co.

Dominion Industries, Ltd., exhibiting a wide range of Canadian manufactured products.

Sydney Smith, flour, grain and feed products.
Hill, Seddon & Co., representing:

Sales, Ltd.
Levy & Sons, Ltd.
Basque Chemical Co.
Non-Such Mfg. Co.
Satinette Products Mfg. Co.
Normandy Tire & Rubber Co.
Smalls, Ltd.

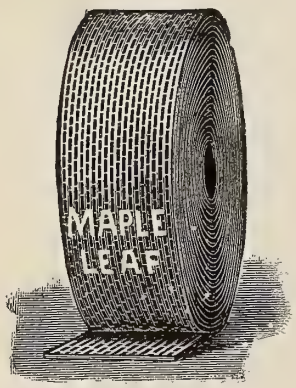
T. M. Stevens & Co., showing different grades of British Columbia salmon and fruits.

Change of Name

Standard Tube Company, Limited, is new name of Standard Tube & Fence Company, Ltd.

The Standard Tube & Fence Company, Limited, has been authorized to change its name to Standard Tube Company, Limited. The manufacture of wire fence has been discontinued, and as the future will be devoted to the tubing business, the change in name was desirable. Expansion of the tubing line is now under way, and the new Company expects to be able, shortly, to place on the market a complete range of close joint and gas and electric welded steel tubing. No change has been made in the Company's personnel.

Dominion Belting Co., Limited
Hamilton, Canada



SOLE MANUFACTURERS OF THE CELEBRATED

"MAPLE LEAF" BRAND

STITCHED COTTON DUCK BELTING—

STRONG DURABLE ECONOMICAL TRUE RUNNING

Being thoroughly waterproof it is equally good for running in wet or dry places. As a main drive belt, "MAPLE LEAF" cannot be excelled and for conveyors it is in great demand. A trial belt will convince you

MAPLE LEAF BELT DRESSING

The Best for all kinds of Belts

WRITE FOR SAMPLE AND PRICES

Quebec Branch: 51 Duluth Building, Montreal

THE NICHOLS CHEMICAL COMPANY, LIMITED

MANUFACTURING CHEMISTS

HEAD OFFICE: 222 ST. JAMES STREET, MONTREAL

Branch Office—120 Mill Street, Toronto

WORKS: Capelton, Que., Sulphide, Ont., Barnet, B.C. WAREHOUSES: Montreal, Toronto

Sulphuric Acid	Sulphate Soda	Glauber's Salt	Bleaching Powder
Muriatic Acid	Sulphide Soda	Blue Vitriol	Tri-Sodium Phosphate
Nitric Acid	Hypo-Sulphite Soda	Sulphate Alumina	Ammonia
Hydrofluoric Acid	Bi-Sulphite Soda	Papermaker's Alum	Salt Cake
Mixed Acid	Phosphate Soda	Caustic Soda	Tin Crystals

Agents for Baker & Adamson's Chemically Pure Acids and Chemicals

AGENTS FOR CANADIAN SALT CO.—"WINDSOR" BRAND CAUSTIC SODA & BLEACHING POWDER

STEEL FRAME BUILDINGS

Roof Trusses, Columns, Fire Escapes, Stairs, Ladders, etc.



Plain Steel Shapes, I-Beams, H-Beams, Channels, Angles, Tees, Zees and Bars, Plates and Sheets

THE MARITIME BRIDGE COMPANY, LIMITED

New Glasgow - Nova Scotia

HIGHWAY AND RAILWAY BRIDGES

STRUCTURAL STEEL AND STEEL PLATE WORK



BUILDINGS TANKS TOWERS

MacKINNON STEEL CO. LIMITED, Sherbrooke, Que.

Montreal Office: 404 New Birks Building

MR. CANADIAN MANUFACTURER!

Why Buy in United States

SILICA BRICK, COKE, STEAM COAL ?

When Canadian Materials are Available at Lower Prices

STINSON-REEB BUILDERS' SUPPLY CO., Limited - MONTREAL

Reducing Labor Turnover by Advertising

(*Continued from page 74*)

spring orders. In the main plant where the main strike was called 1,600 hands were working. The strike, according to the firm, created 400 vacancies, a shortage that would have seriously crippled the plant at any time, but particularly so during the rush season.

Did the Kirschbaum Company resort merely to the usual methods to secure the needed new employees? No. What the company did was to turn to advertising and apply it in an altogether new and interesting way. It had in operation in the plant what was called an "Industrial Democracy." This "Industrial Democracy" plan was made the basis of the advertising campaign. But to it were added other features relating to the conditions under which employees work in the Kirschbaum factory. These include, steady work at good pay, bonuses for loyalty and length of service, and additional bonuses for good work, a forty-four-hour week, sanitary shops, meals served at cost in the firm's own restaurant, flour, potatoes and canned goods, and other necessities bought in cargo lots and sold to workers at cost; free medical attention and sick benefits.

Apart from the "Industrial Democracy," which, by the way, has already been adopted by the Imperial Oil Company in Canada, there is nothing about the employment, work and welfare conditions in the Kirschbaum plant that is new to anyone who is at all familiar with the revolutionary changes that have been made in working conditions and relations between employers and employees in large concerns in recent years, nor yet anything which could not readily be duplicated in numerous large industrial centres of Canada. What was extraordinary was the manner in which the Company took these usual elements and brought them together in advertising.

Conscious as it was of the 400 vacancies caused by the strike, and of the urgent necessity of filling those vacancies at the earliest possible date, the Company looked far beyond the immediate problem facing it. "If we have the kind of plant we have been telling ourselves we have," argued the management, "if ours is the character of institution we have been telling our employees it is, why not tell this story to the one million and a half people in and around Philadelphia, and through them reach and appeal not only to the individuals that we need to fill our present vacancies and carry on our work, but let us also make the presentation so attractive and so generally educational in character that we will interest the very best type of men and women for employees?" The reasoning proved sound and inspired what under the circumstances seemed the most logical course of action.

A new and compelling kind of "help wanted" advertising campaign was planned. Space was taken in the local newspapers and the campaign opened. The advertisements were as far removed from classified help-wanted advertisements as anything could be. They were large display advertisements, simply yet strikingly illustrated, and excellent in typography; while the copy, though practical, was strong and appealing in its human interest. The first of the series carried an impressive line of illustrations of the plant and under that the heading "A Good Place to Work." The copy featured "better pay, shorter hours, steady employment and a trade easier to learn than the average," and was addressed not merely to experienced clothing workers, but "to men and women who have ever handled a needle, or operated a sewing machine." The second advertisement carried as illus-

SPARLING SERVICE
And Your Building Problems

When you place the responsibility for the erection of your building in the hands of Sparling Service, you summon into collaboration a group of highly trained experts.

We retain masters of every phase of Architecture, Engineering and General Contracting, whose designs are executed by skilled workers under the close supervision of competent superintendents.

The concentration of effort of these efficient forces under the individual direction of the organization's founder, results in the speedy and economical completion of buildings which command mutual admiration.

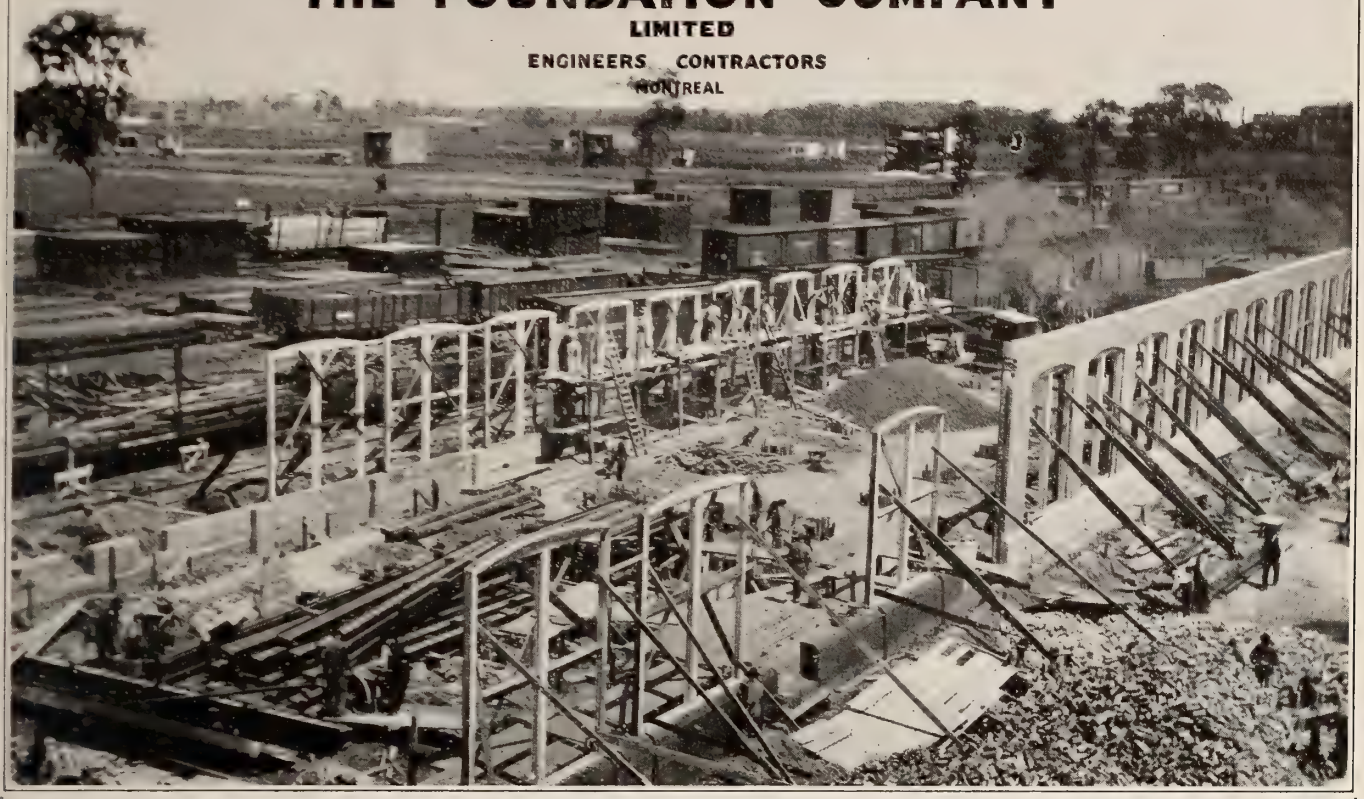
Our advice regarding your building problems places you under no obligation

The Wm. F. Sparling Company

Industrial Engineers and General Contractors

54-56 University Avenue, TORONTO **Telephones: Adelaide 177 and 178**

THE FOUNDATION COMPANY
LIMITED
ENGINEERS CONTRACTORS
MONTREAL



A progress view at Angus Shops, Montreal, where we are doing large extension work under very difficult conditions.

T H-E

To Electric Power Users

Are you getting the best results from your power? If not, consult us. Our engineers are pleased at any time to investigate power conditions in your plant, and if improvement can be made we will advise how and where. High efficiency means power saved —dollars saved.

Toronto Hydro-Electric System

226-8 Yonge Street
Phone Adelaide 2120

Branch: Gerrard and Carlaw
Phone Gerrard 761



With our greatly increased capacity we need your business.
A wheel for every purpose and satisfaction guaranteed

Let us send our new Catalog and quote prices.

Dominion Abrasive Wheel Co., Ltd.
MIMICO, ONTARIO, CANADA.

MACDONALD MFG. CO., Limited
Toronto - Canada

Manufacturers of
PLAIN and LITHOGRAPHED CONTAINERS
for

Jam	Lard
Fruit	Oil
Vegetables	Paint
Meat	Varnish
Syrup	Tobacco
Butter	Talcum
Biscuits	Tea

Grocers' Sundries
Druggists' Sundries

Also Toys, Novelties, Tags and Advertising Signs

Well packed is half sold
Make your containers advertise you

Office and Works :
145 Spadina Avenue

trations at the top of the space line reproductions of three Kirschbaum pay envelopes showing weekly earnings ranging from $22.60 to $54.00 and the copy emphasized the good money returned from a forty-four-hour-a-week job at Kirschbaum's.

Industrial Democracy

Another advertisement featured and explained briefly the Kirschbaum plan of "Industrial Democracy." At the top was a clean-cut illustration picturing the "Senate" in session, and under the illustration ran the display line, "A Job—And a Say!" The text read as follows:

> "Under the Kirschbaum plan of 'Industrial Democracy' representatives elected by the workers meet every Tuesday to pass upon matters affecting their welfare. One of the important acts was to adopt a resolution extending the forty-four-hour week to clerical workers. This was at once approved by the Cabinet. Employees in the Kirschbaum shops were already working on the forty-four hour basis. Through their representatives, chosen by secret ballot, every Kirschbaum worker has a definite say as to hours, wages, health, safety, education, and all other matters of mutual interest. These—the good wages and the ideal working conditions—make a job well worth while in the Kirschbaum shops. Do you want to be one of us?"

Still another one of the advertisements told of the opportunities offered to workers to rise from the ranks and become executives; the illustrations pictured a worker as elevator boy, next as shipping clerk, next as foreman, and finally as superintendent, and the copy cited more than a score of instances in which Kirschbaum workers had been advanced in positions and salaries. Fully appreciative of the constantly rising cost of living, one of the advertisements told about the co-operative store which enables the Company's employees to buy food supplies at reduced rates. The steadiness and regularity of work were featured in another of the advertisements under the display catchline "52 Pay Days in 1920." Practically all the advertisements carried either a large or small picture of the main plant with the slogan, "A Good Place to Work."

Was the campaign a success? The net results as recorded by the Company say so.

Advertising Breaks Strike.

The strike started early in December. The advertising campaign ran six weeks. All the Philadelphia papers were used. The cost was considerably less than $7,000. New employees to the extent of 750 were secured to fill the 400 vacancies caused by the strike. The plant superintendent declares that every good employee so secured who sticks is worth $100. The campaign secured 750 and cost, as has been said, less than $7,000. Multiply the 750 new employees by $100, compare the result with the cost of the advertising—and bear in mind that these new employees are the best grade of workers that the Company ever had—and it can be readily seen whether the campaign brought the desired results and paid.

From this Kirschbaum campaign there is a profitable lesson to be drawn—a lesson that is applicable in every employing community in the country, especially in larger industrial centres, though it is not at all necessary to have a strike of employees in order to demonstrate the value of the idea back of the campaign. For the chief value of such institutional "help wanted" advertising is not the fact that in this particular instance advertising was used to break a strike, but that all that is best in a large industrial concern can profitably be capitalized and used as a basis for an advertis-



ELEVATED STEEL TANKS

Penstocks, Standpipes, Miscellaneous Tank and Plate Work, Highway Bridges, Mill and Office Buildings

Inquiries will be appreciated Quotations submitted promptly

Canadian Des Moines Steel Company Ltd.

Office and Plant: 150 INSHES AVENUE, CHATHAM, ONT.

DOMINION BRIDGE CO., LIMITED

MONTREAL, P.Q.

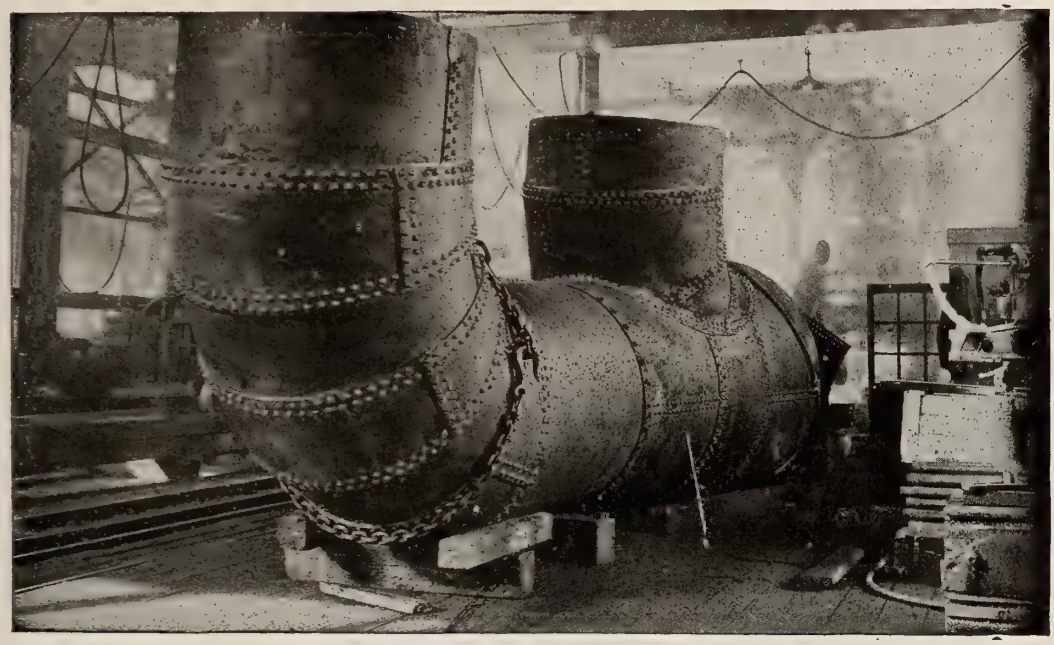
Engineers, Manufacturers and Erectors of

Paper Making Machinery

Steel Structures

Railway and Highway Bridges

Electric and Hand Power Travelling Cranes



Penstocks

Tank and Plate Work

Marine Engines and Boilers

Coal and Ore Handling Machinery

Lift Locks and Gates

Head Office and Works: LACHINE, P.Q., CANADA P.O. Address: MONTREAL, P.Q

Cable Address: DOMINION Branch Office and Works: TORONTO, OTTAWA, WINNIPEG

Sales Offices: MONTREAL, TORONTO, OTTAWA, WINNIPEG, EDMONTON, REGINA, VANCOUVER

LARGE STOCK OF STRUCTURAL MATERIAL AT ALL PLANTS

The Name "HOYT" on Babbitt Metals—a Guarantee

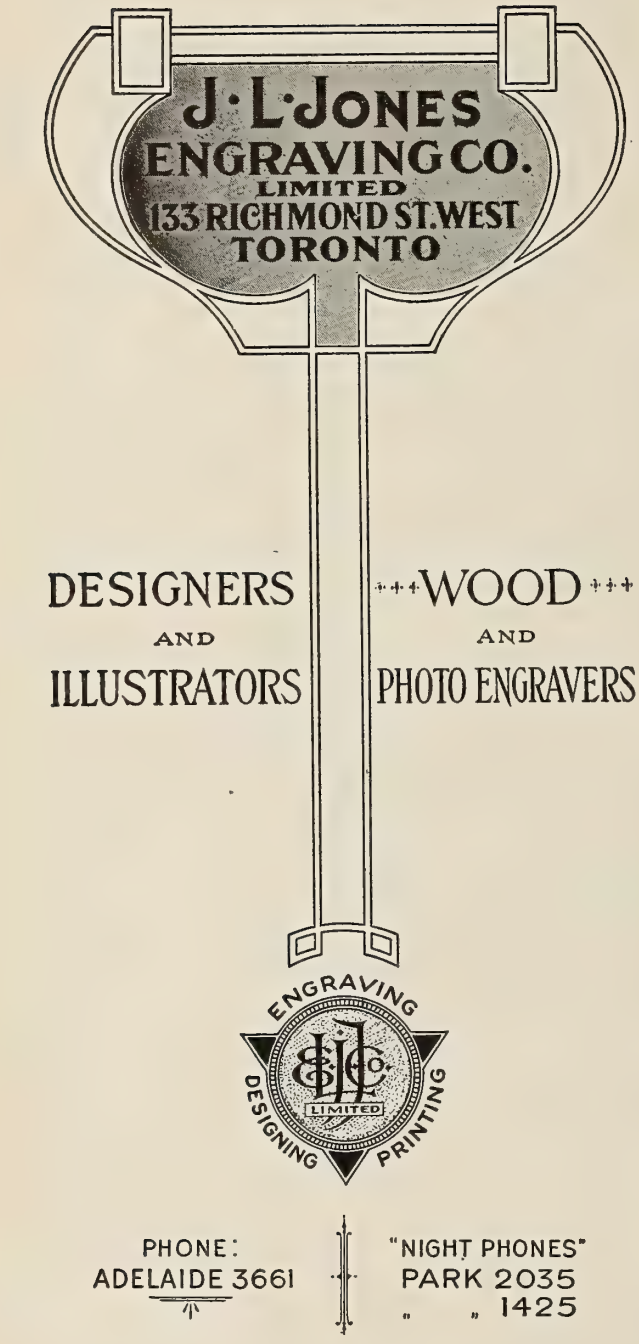


Hoyt Metal Babbitts **have** earned a reputation for enduring service under exacting, extreme conditions.

Hoyt Metals give consistent service because the formulae are right and the most scrupulous care is taken to maintain the accuracy of mixing.

HOYT METAL COMPANY

MONTREAL TORONTO WINNIPEG



ing campaign that will draw to the firm the very best grade of workers obtainable, make for the retention of such employees, and go a long way toward reducing greatly the big cost and waste in ordinary labor turnover. Moreover, in a democratic country like this, where almost everyone works for a living, and where everyone, in consequence, has a direct and constant regard for the welfare of the worker, such an influential element toward inducing pleasant trade relations, as between buyer and seller, is not to be discounted. Witness, for example, the general good will and popularity enjoyed by such firms and institutions which are known to be fair to their employees.

How it Works Out

The institutional element in help-wanted advertising is bound to work out favorably and to save money in the end. Its strength comes not only from selling a person on the advisability of starting on a job but of staying with the job. A company naturally is not going to come out in bold print and make statements that are not true; so thus, in setting forth the proposition to prospective employees, it is going to do a great deal toward impressing the same desirable things on the minds of those already on the payroll. This is why some concerns have their so-called welfare work under the general supervision of the advertising department. The truth is if the advertising department knows its business it can use as good psychology and selling talk in selling the company to the employee as it does in selling the company's goods.

What everyone doesn't realize perhaps is that to get employees of the right type, to develop and keep them, is inherently as much a job for the advertising department as is winning and developing trade. Through its advertising department a corporation can definitely go out and sell the conditions which surround its manufacture to the kind of workers it wants, just as it now sells the quality factors of its merchandise to its prospective customers. In this way it assures itself of applicants who will make the kind of workers to stay in one place, and who will start their work with a well-defined picture of the company in their mind. If the job meets expectations, it is safe to argue that labor turnover will be greatly decreased. Thus may the display want advertisement help to solve one of the biggest problems in industrial management to-day.

Co-operative Buying Advocated

H. A. Telfer, of Toronto, Urges Desirability of Getting Together on Buying

Speaking at the annual meeting of the Bakers' and Confectioners' Association, held recently in Montreal, Mr. H. A. Telfer, of Telfer Bros., Limited, Toronto, urged his hearers to take into consideration the desirability of co-operative buying. In introducing the subject, he referred to the way in which scientific management and the employment of men skilled in various branches of administration were revolutionizing modern business and instanced, as a sign of the times, the introduction into the universities of faculties of commerce intended to train specialists in the management of business enterprises. As one phase of this work, the development of co-operative buying was brought forward.

"We co-operate on the question of selling," said Mr. Telfer, "and to balance this up I feel that we should also take a further step and co-operate on the more important question of the selection, transportation and preservation of our raw materials and the development of our executives as buyers. We only have to look back at the way information was compiled by our food boards throughout the war, and



An old friend
In a new form

MACDONALD'S
"BRITISH CONSOLS"

In Tins containing ⅓lb 50¢

Manufactured by
W. C. MACDONALD, Reg'd
Incorporated
MONTREAL

"The Tobacco with a heart"

"QUALITY FIRST"



VENTILATE

your work-rooms with "Halitus" Ventilators —provide your employees with the Pure Air that is just as essential to efficiency as pure food and water.

"Halitus" Ventilators are not expensive, are highly efficient, no down-draft, any style base, easily installed by local labor.

Prices and full information on request

The Metallic Roofing Co. Limited

MANUFACTURERS OF
Metallic Shingles, Siding, Ceiling, Corrugated Iron, Ventilators, Skylights, Garages, Storage Buildings, Special Sheet Metal Work
TORONTO AND WINNIPEG

HEAVY CHEMICALS AND DYESTUFFS

The Grasselli Chemical Co.
LIMITED

Manufacturing Chemists

Toronto, Ontario

Branch Office: MONTREAL, QUE. **Works: HAMILTON, ONT.**

we, as separate industries, should develop our skilled buyers, through some central agency, where the information and statistics can be compiled.

"If this step of co-operative buying is decided upon, I feel that it is only the beginning of an economic and productive effort of our particular industry as a whole and, besides being in our own best interests, it can be viewed from the national standpoint of the country as a whole. The linking up with a central organization having information at first hand of both quantities and quality of our raw material requirements and other manufactured products, is very far-reaching, involving standardization, distribution, etc. The larger the plants and their operations, the greater the benefits in proportion, as against the same ratio of losses in proportion to the present system."

Mr. Telfer's remarks merit careful consideration. They are quite as applicable to other industries as to the one in which he is particularly interested. The initiative is already being taken through the formation of the Purchasing Agents' Association, with branches in various cities, and those manufacturers who have not already associated themselves with this organization should look into its methods and possibilities.

Industrial Democracy

How Co-operation Works Out With the Firm of T. S. Simms & Company, Limited, St. John

T. S. Simms & Company, Limited, who operate one of the largest brush-making businesses in Canada, are to introduce the principles of industrial democracy in their plant at St. John, N.B. Such was the announcement made by L. W. Simms, president of the company, at the annual dinner to the directors and employees held July 19th of this year.

For several years the question of relationship between employer and employed has been studied by this Company, with the result that increased co-operation and increased business have gone almost hand-in-hand. Already some principles of the new relationship have been put into force, notably the establishment of a mutual benefit society, the advantages of which are greatly appreciated. Further developments are to result from a study of industrial democracy made by Mr. Simms and two other directors in New England plants where it is being tried. A committee of employees will make a similar study, and a plan will then be evolved by a joint conference.

The president is confident of the success of the experiment, and his confidence appears justified by the progress already made along co-operative lines in this plant. Both the management and the employees are satisfied with the policies being pursued, a fact which speaks well not only for the system itself, but also for the broad and intelligent vision of the parties concerned.

Canadian Metal Products, Limited, Guelph, have undertaken to manufacture for the Canadian market some of the products of the Federal Sign System, 8700 South State Street, Chicago.

Interests identical with those of the Waltham Grinding Wheel Company, Waltham, Mass., have recently taken control of the Brantford Emery Wheel Company, of Brantford, Ont. Details of the arrangements being made for the operation of the latter industry will be announced later.



It Takes a Workman To Tell a File

After all, it's the man who uses a file day after day who is the best judge.

Ask any workman who uses files constantly in his day's work, and he will tell you that Famous Five Files represent the standard of file quality.

Adherence to the highest standards in manufacture for over fifty years has earned this reputation.

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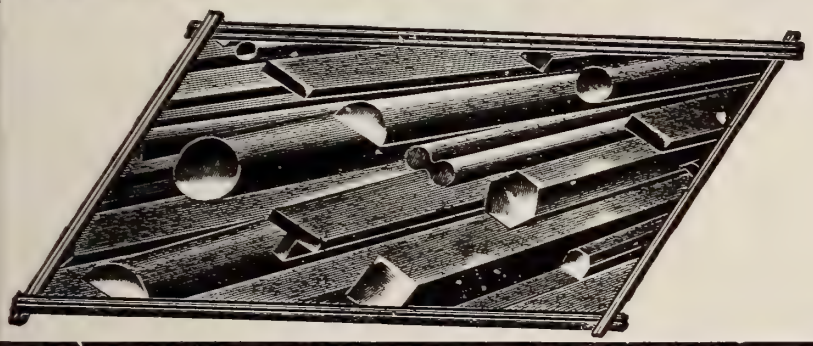
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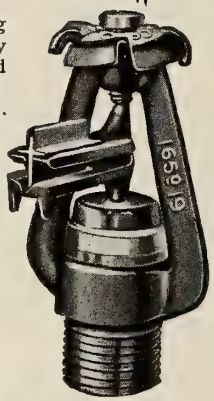
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Case Against Governmental Management

By PROF. JAMES MAVOR

The experience of every Government shows quite conclusively that Governmental management of enterprises of an industrial character is ineconomical. The ineconomical management of such enterprises arises from the following main causes:

1. The absence of incentive economical management;

2. The employment of persons on political rather than on professional or technical grounds, and therefore the employment of a number of persons larger than is necessary;

3. The reluctance with which the Government appoints persons of superior professional qualifications because of the relatively high salaries such employment involves; the employment of the cheap official being regarded as most easily defensible;

4. The sale of service, whatever it may be, at a price determined also rather on political grounds; and

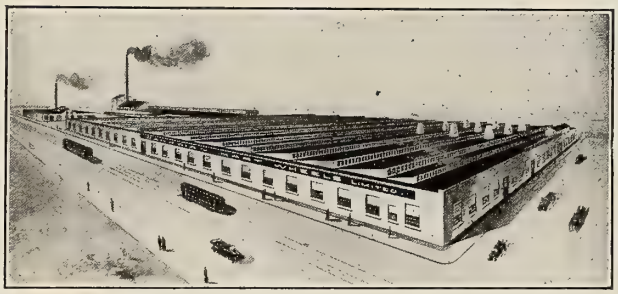
5. The restriction or the absence of competition.

—Extract from "Government Telephones," published by MacLean Publishing Co., Toronto.

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Axioms We Should Remember

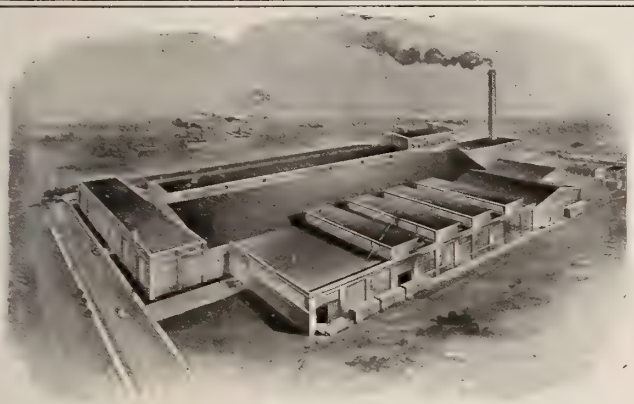
E. C. Atkins & Company, saw and knife manufacturers at Hamilton, Ontario, are distributing cards with the following axioms printed on them. In periods of unrest like the present, these points, particularly the fifteenth, are well worth considering:

1. Under any economic or industrial system, men and women must inevitably continue to work for wages.
2. Some workers must always be paid more wages than other workers, either owing to special ability or the class of work performed.
3. No worker can continuously be paid wages that he does not earn.
4. The value of the work must be controlled by the saleable value of the articles produced.
5. The cost of living is governed by the cost of production, both in regard to primary products and secondary manufactures.
6. The community cannot expect cheap bread, meat and other foods at the expense of the farmer and grazier.
7. Shorter hours of work must increase the cost of all articles, including food and clothing.
8. The maximum output in the hours worked, will result in cheapening the articles produced, as the cost of production inevitably governs the selling price.
9. Men and women in a free country cannot be prevented from saving money and acquiring property.
10. In order to promote industrial development and provide work, the nation must continue to depend upon its intellectual citizens.
11. The community or nation that develops most brain power, and inventive genius will be the most prosperous, and brain must inevitably command more reward than mere manual labor.
12. Capitalism (or the accumulation of wealth) can never be abolished, for some men will always earn, "and save" more money than other men.
13. Without hope of profit there would be less industrial development, less employment, lower wages and higher cost of living.



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The Dominion Wire Rope Company, Limited
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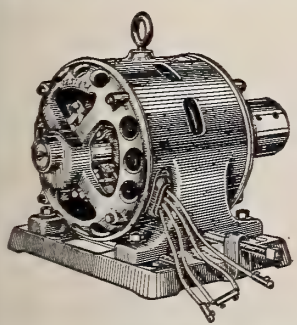
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LIST OF MOTORS IN STOCK—July 21, 1920

Second-hand, 60 Cycles, Three Phase Motors.

1 5 h.p. C.G.E., 1800 r.p.m., 550 volt, with pulley.
1 5 h.p. T.H.E., 1800 r.p.m., 550 volt, with pulley.
1 7½ h.p. A.C. 1200 r.p.m., 220 volt, with starter, rails and pulley, complete with NVR., newly rewound.
1 7½ h.p. C.G.E., 1200 r.p.m., 220 volt, with base, pulley and starter, with NVR.

Second-hand, 60 Cycles, Two Phase Motors.

1 25 h.p. T.H.E., 1200 r.p.m., base, pulley and starter with NVR.
1 15 h.p. C.W., 1200 r.p.m., base, pulley and starter with NVR.
1 15 h.p. C.G.E., 1200 r.p.m., base, pulley and starter with NVR.
1 15 h.p. C.G.E., 900 r.p.m., base, pulley and starter with NVR.
1 10 h.p. Lincoln, 1200 r.p.m., base, pulley and starter with NVR.
1 10 h.p. C.G.E., 1200 r.p.m., base, pulley and starter with NVR.
1 7½ h.p. Westinghouse, 1200 r.p.m., base, pulley and starter with NVR.
1 7½ h.p. F.W., 1200 r.p.m., base, pulley and starter with NVR.
1 7½ h.p. T.H.E., 1800 r.p.m., base, pulley and starter with NVR.
1 5 h.p. Lincoln, 1800, r.p.m., base and pulley.
1 2 h.p. T.H.E., 1800 r.p.m., base and pulley.
2 1 h.p. T.H.E., 1800 r.p.m., pulley.
3 ½ h.p. T.H.E., 1800 r.p.m., pulley.
1 ½ h.p. Wagner, variable speed, 1200 r.p.m., 220 volts.
1 3 h.p. Wagner, variable speed, 1200 r.p.m., 220 volts.

Second-hand, 25 Cycles, Three Phase.

1 25 h.p. C.G.E., 220 volt, 750 r.p.m., pulley, rails, starter.
1 20 h.p. Westinghouse, 220 volt, 750 r.p.m., base, pulley, starter NVR. with overload relay.
1 15 h.p. T.H.E. 220 volt, 750 r.p.m., pulley, rails, starter NVR.
1 10 h.p. W. & W. 220 volt, 1500 r.p.m., rails, pulley, starter NVR.
1 10 h.p. C.W. 220 volt, 750 r.p.m., rails, pulley, starter NVR.
1 5 h.p. C.W. 220 volt, 1500 r.p.m., base and pulley.
1 3 h.p. C.W. 220 volt, 1500 r.p.m., base and pulley.
1 3 h.p. T.H.E. 220 volt, 1500 r.p.m., base and pulley.
1 2 h.p. Westinghouse 220 volt, 1500 r.p.m., base and pulley.
1 3 h.p. C.G.E. 220 volt, 1500 r.p.m., pulley (rewound).
2 1 h.p. Westinghouse 220 volt, 1500 r.p.m., pulley.
2 ½ h.p. T.H.E. 220 volt, 1500 r.p.m., pulley.

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Hamilton, Ont.

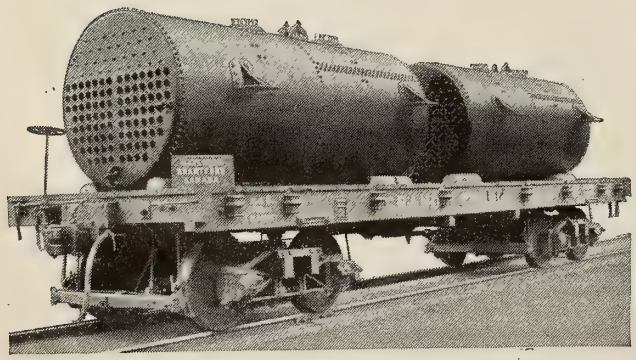
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14. Private enterprise involves not only the control of established businesses, but also the risking of capital and personal effort in the promotion and establishment of new industrial enterprises.

15. The only possible way for workers to secure a substantial increase in wages without a corresponding increase in cost of living is by increasing output.

Commercial Representative for Mexico Comes to Canada

Senor Luis Murua Martinez, who has been appointed by the President of the Republic of Mexico to the office of Commercial Representative of Mexico in Canada, has established his office in the Imperial Life Building, 20 Victoria Street, Toronto. He is prepared to furnish statistics and general information regarding conditions of trade, industry and labor in Mexico.

Senor Martinez says that at present Mexico is exporting a great deal of oil, sugar, cotton, tobacco, coffee, cocoa, fibre, tropical fruits, precious woods, dye-woods, chicle, raw rubber, wild rubber, sarsaparilla, vanilla, vegetable wax and metals. On the other hand, Mexico is at present importing such articles as machinery, hardware, drugs, explosives, dry-goods, shoes, rubber goods and aluminum articles; and he states further that he thinks that a considerable number of articles which are manufactured in Canada but are not well known in Mexico could be sold in Mexico.

New Map of the Prairie Provinces

A new edition of a map of Manitoba, Saskatchewan and Alberta giving the number of quarter-sections available for homestead entry in each township with the boundaries and offices of government land agencies has been issued by the Natural Resources Intelligence Branch of the Department of the Interior. This new edition clearly indicates all railways, forest reserves, parks and Indian reserves, also the land which has been reserved for soldier settlement purposes. The size of the map is 24 x 36 inches and the scale 35 miles to one inch.

The importance of the new edition at the present time is apparent to prospective settlers, officials of banks, railway companies and land agencies, in fact everyone interested in the development of land in the Western provinces. A copy of this publication which is known as the "Small Land Map of Manitoba, Saskatchewan and Alberta," may be obtained free of charge by applying to the Superintendent of the Natural Resources Intelligence Branch of the Department of the Interior, at Ottawa.

At the annual meeting of Tooke Brothers, Limited, held in Montreal, July 8, several changes were made in the personnel of the executive and board of directors. Lt.-Col. Charles W. McLean and W. M. Weir were elected as new directors to replace W. Fred Henry of Montreal and Hon. F. H. Phippin, K.C., of Toronto. Lt.-Col. McLean succeeds W. A. Brophey as vice-president of the firm, but the latter retains the position of managing director.

Carl Riordon, B.A., vice-president and managing director of the Riordon Pulp & Paper Co., Limited, has been elected to the directorate of the Sun Life Assurance Co. of Canada, replacing the late John McKergow.

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Book Reviews

An Artistic Publication

A Great Manufacturing and Engineering Service; Its Development and Possibilities.

Under this title the Dominion Steel Products Company, Limited, of Brantford, Ontario, have published a book descriptive of their plant and methods. To quote from the preface, "It is the purpose of this book to trace in brief the development of Dominion Steel Products Company, Limited, and the ideals that have given it pre-eminence. To suggest its present capacity and possibilities for service." That purpose is carried out on every page of the publication. As for the general appearance of the work, it is as near perfection as one has any right to expect. It is bound in boards and bears on its front cover an embossed reproduction of the entrance to the plant. Printed in clear large type on heavy, coated paper, profusely illustrated in color, it gives one pleasure simply to turn the pages. Altogether the book reflects great credit on the Company, O. W. Jaquish, Jr., the designer, and The Herald Press, Limited, who are responsible for the printing, illustrating and engraving.

For Greater Efficiency

The Paper Box Factory. Efficiency and Production. Compiled by S. J. Frame, Secretary-Treasurer, Canadian Paper Box Manufacturers' Association. Toronto, 1920.

That the Canadian Paper Box Manufacturers' Association is a live organization is evidenced by the publication of this 73-page handbook of advice and instruction. It has been compiled by Mr. Frame under the direction of the Cost and Labor Committee of the Association and, while no names are attached to the various articles, a list of contributors is given at the front which contains the names of such well-known people in the industry as W. P. Bennett, Rudd Paper Box Co., Limited; F. A. Fielder, Fielder Paper Box Co.; George B. Reid, Ontario Paper Box Co.; F. B. Smith, A. D. Shoup Co., Limited; B. Sproule, Collett-Sproule, Limited; J. B. Lawrason, Lawrason-Doughty Co., all of Toronto; Miss Hardcastle, late with the Somerville Paper Box Co., Limited, London; C. T. Reid, Charles Reid & Co., Hamilton. An article on fire prevention is contributed by George F. Lewis, Deputy Fire Marshall of Ontario.

A considerable section of the book is devoted to the subject of the handling of employees and here some sound advice is given. Chapters are given to "The Forewoman," "Selection of Employees," "Proper Instructions to Employees," "Discipline," "Tactfulness" and "Placing of Employees." This is followed by practical instruction on methods of operating a plant, estimating, caring for stock, etc. It is a good sign to see manufacturers banding together for greater efficiency and improved methods, and the publication of this small volume should be a strong incentive to progress.

The Buffalo System

Buffalo Fan System of Heating, Ventilating and Humidifying. Catalogue No. 700 of the Buffalo Forge Company, and the Canadian Blower & Forge Co., Limited, of Kitchener, Ont.

This publication opens with a general statement of the problems encountered in heating, ventilating and humidifying public buildings, and shows how these are solved by the use of the Buffalo Fan System. Part 2 deals in a similar way



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with industrial plants, and part 3 is a descriptive list of Buffalo apparatus. The whole is well illustrated with diagrams, graphic charts and halftone cuts, and is of magazine size, bound in red. It should be a valuable work of reference to all interested in the problems discussed.

Another publication of the Canadian Blower & Forge Company, Limited, is their catalogue of Niagara Conoidal Fans. These fans, used in heating and ventilating, derive their name from the prevalence of conical shapes and surfaces in their design. They are of the multiblade type with blades of single curvature, conforming to the surface of a cone. The catalogue contains descriptions and illustrations of a number of types of these fans, and tables of performance for the guidance of engineers and architects. It is a good example of the publications of this Company, printed on good paper, with clear type and illustrations. The size, 8½ x 11 inches, has been adopted as their standard.

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Fifty Years a Province

Special Supplement of the Manitoba Free Press; Winnipeg, July 15, 1920.

In commemoration of the Province of Manitoba's fiftieth anniversary, the above supplement to the *Manitoba Free Press* was published. It consists of a number of summaries, interesting and valuable to the student of Canadian history. an outline of Manitoba's story before provincial rights were acquired is brought up to date by a sketch of her political development during the last half-century. These articles are re-inforced by writings of a more specialized nature dealing with agriculture, manufactures, education, culture, etc. This record of steady progress is one of which any province might well be proud, and the *Manitoba Free Press* has done justice to a worthy subject.

An Interesting Record

The Boot and Shoe Industry in Canada. A survey made by the Canadian Reconstruction Association and presented to the Shoe Manufacturers' Association of Canada.

This booklet, compiled by S. Roy Weaver, of the Canadian Reconstruction Association's investigation department, presents a very valuable and interesting account of the development and present condition of the Canadian boot and shoe industry. The introductory part is mainly historical, dealing in outline with the progress made in the Canadian manufacture of footwear from the time when this was almost the only manufacturing industry in Canada down to the present day. It is far from being a record of unbroken success, for large mergers have been the exception rather than the rule, and bad years such as 1878 have been marked by many failures. In addition there have been many difficulties, other than lack of capital, to contend with; in particular, an unreasonable prejudice on the part of the public in favor of imported shoes. The book closes with several valuable suggestions to the shoe manufacturers, and two appendices of statistics and agreements.

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Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, SEPTEMBER, 1920 No. 5

Editorial Comment

Cost of Government in Canada

REPRESENTATIVE Canadian families contribute, directly or indirectly, to the cost of government—municipal, provincial and national—from about $190 to about $450 annually. At $10 per day, this represents from 19 to 45 days' work. Is it not time, therefore, for the citizen to consider seriously what his work buys in governmental service?"

The above extract is taken from a pamphlet entitled "Canadian Citizenship," issued by the Citizens' Research Institute of Canada, Ottawa, on July 14th, 1920. The various sources of Dominion and Provincial revenue are classified and contrasted with corresponding expenditures. The following extracts from a table show the comparison of per capita cost of government for the year 1918:

City.	Dominion.	Provincial.	Municipal.	Total.
Vancouver	$25 14	$16 87	$38 51	$80 52
Edmonton	25 14	12 13*	54 53	91 80
Regina	25 14	10 05	32 52	67 71
Winnipeg	25 14	8 60†	28 70	62 44
Toronto	25 14	6 23	40 53	71 90
Montreal	25 14	5 50	28 61‡	59 25
Halifax	25 14	5 26	18 37	48 77
St. John, N.B.	25 14	6 66	15 82	47 62
Charlottetown	25 14	5 38	8 29	38 81

Taxation in Canada is now threefold. We pay taxes to the Dominion Government, to the Provincial Government and to the municipal government. The most disconcerting feature of the situation revealed by the pamphlet is that the per capita cost of government shows a great increase for 1918 over 1917. In a general summary, the pamphlet concludes as follows:

"Those cities for which comparative figures are available show an average increase in cost of government of $8.15 per capita in 1918, over 1917. A considerable portion of such increase can, of course, be attributed to the per capita rise in the cost of National Government.

"In 1918, every Province in Canada, except Manitoba, showed a per capita increase in the cost of Provincial Government over that for 1917. Prince Edward Island showed the least increase, with 2c. per capita, while British Columbia showed the greatest, with $2.13 per capita.

"All the cities for which the Institute had comparative data, except Winnipeg and London, had an increase in per capita cost of municipal government in 1918, over the previous year. Toronto had the greatest per capita increase, $6.89. Regina was second with $3.36 and Victoria third largest, $3.21."

With the Dominion Government, Provincial Governments and municipal governments extending public ownership enterprises the interest of all tax payers in the cost of government should be quickened. Too many people simply pay their tax bills and grumble. They do not study taxation.

*Excludes expenditures on telephones.
†Excludes expenditures on telegraphs and telephones.
‡Includes water-works expenditure.

Operation of Income War Tax Act

IT is reported that the total revenue for the year will approximate $600,000,000 or an amount almost 100 per cent. in excess of last year's record and that this sum will be sufficient to meet all interest and pension charges, all expenditures under consolidated fund accounts and something on the principal of the Dominion $2,300,000,000 debt.

This highly satisfactory result has been achieved in the main with the general co-operation of the taxpayer, and without dissatisfaction or friction. It has been stated that at first some laxity was manifested on the part of taxpayers not making prompt transmission of Income Tax returns but, considering that this form of tax was practically new to Canada, the result above indicated shows that the business community as a whole has continued to respond as they did during the period of the war—nobly and well.

In this view, there is all the less reason for the present indiscriminate enforcement by the Government of the penalties against firms and corporations who may have

inadvertently failed to comply with the literal demands with regard to the income tax, more especially with respect to returns of persons in their employ. It would be more in line with the harmony hitherto existing between the manufacturers and Government departments if the exaction of such penalties were enforced with reasonable discrimination. The answer from the Finance Department's viewpoint, of course, is that the provisions of the Income War Tax Act are mandatory in this respect and that no power lies in the hands of the administration to grant relief. If this be the true interpretation of this part of the Act, the sooner it is amended the better, no less in the financial interest of the Government itself than for the continuance of cordial relations between the administration and the taxpayer. At any rate, some of our members have already come under the arbitrary demands of the Act and have been officially informed that there is no escape from "a penalty of $10 for each day during which the default continues." Pending necessary amendment of the Act in this respect, our members should make sure, in order to avoid penalties, that all the returns called for under the Income War Tax Act are hereafter lodged with the Finance Department within the statutory time declared for that purpose.

The Need for Economy in Fuel.

CANADA, like the United States, has striven to reduce her fuel consumption, but, being still dependent upon the latter for 22,500,000 net tons—including over 5,000,000 tons of anthracite—out of a total yearly consumption of 34,800,000 net tons of coal, it is clearly incumbent upon Canada to apply every means within her power to utilize coal in the best and most efficient manner. This, besides being an evidence of common-sense, will also result in the saving of a large amount of money now lost in coal wastefully used."

The paragraph quoted is from "Water-Power and Fuel Problems," a reprint of part of the Commission of Conservation's tenth annual report. Every Canadian manufacturer has had to study the coal situation and knows the difficulties that he has to meet. Labor troubles, the adverse rate of exchange, a disrupted car service, and innumerable other factors are combining to restrict the supply of a basic necessity. Two alternatives only are open: to decrease the output of manufactured products, or to economize in fuel without a decrease in output.

While the cry of the times is increased production, the former alternative is undesirable; the question is whether the latter is possible. We believe that it is. Substitutes for coal can be used in some cases, and improvements in factories will also help. The utilization of larger and more efficient lamps, the cleaning of dirty windows, insulation of steam piping and cutting out unnecessary steam lines are a few examples taken from the publication quoted above. The establishment of a central power plant for a number of factories will often effect a considerable general saving. These suggestions and others have been tested by the United States Fuel Administration and found successful.

The problem is national, in that it affects everybody. The solutions must vary with the individuals concerned. It is the duty of every coal-user to discover where he is wasting coal and how he can check the waste. If patriotic motives will not bring this about now, practical considerations of the most urgent kind will enforce it in the near future.

Our Trade With Cuba.

CANADIAN manufacturers are discovering every day new markets and potential profits in the field of export trade, and are anxious to learn more about the possibilities that exist for making Canada a great exporting nation. To supply as much information on this subject as can be secured is our intention; in last month's number of INDUSTRIAL CANADA we published an article by Mr. Beadle on the subject as a whole, and one by Mr. Bryan dealing with Japanese trade in particular; further instalments of both these articles appear in this issue. We have been fortunate in obtaining this month a summary of the trade relations existing between Canada and Cuba, written by Lt.-Col. L. M. Cosgrave, who has spent several months in studying the situation.

As Colonel Cosgrave points out, proper attention has not been paid to this lucrative market. The people in Cuba and the West Indies are anxious to buy Canadian goods; they are good customers, they will give large orders, and they are comparatively close at hand. With these advantages it would seem that no difficulties could be too great to prevent the establishment of an ever-increasing, profitable export trade from Canadian to Cuban ports; and the difficulties are not great. A careful study of the situation will suggest satisfactory solutions for them all.

As an indication of the almost phenomenal increase in Cuban-Canadian trade during recent years the following figures are of value. Exports from this country to Cuba for the year ending October, 1917, were valued at $3,459,329; for the year ending October, 1918, $4,321,161; and for the year ending October, 1919, $6,942,571. On the other hand, our imports from Cuba for the corresponding periods were valued respectively at $1,086,030; $1,699,647; and $6,942,571. This startling reversal of the balance of trade for last year is largely due to the rapid rise in the price of sugar, approximately 80 per cent. by value of the Cuban exports being made up of that commodity.

It is to the advantage of Canada as well as individual manufacturing firms to correct this balance. Machinery, rails, fish, flour, potatoes are in great demand, but almost anything can be sold there. If Canadian manufacturers can fill orders and guarantee prompt delivery they will get the trade. On many counts we have an advantage over our competitors; on all, our chances are equally as good. If immediate action is taken, we can make the most of our opportunities. Colonel Cosgrave's article will suggest the kind of action that is needed.

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Additions to Standing Committees

Since the election of officers and committees at the annual meeting of the Association in Vancouver last June, the following committees have elected additional members as indicated in the lists given below:

MEMBERSHIP COMMITTEE

Louis Fine	M. Wittal	Montreal, Que.
Geo. D. MacKinnon	MacKinnon Steel Co., Ltd.	Sherbrooke, Que.
T. D. McFarlane	McFarlane-Douglas Co., Ltd.	Ottawa, Ont.
Geo. Gilchrist	Kops Bros., Ltd.	Toronto.
R. W. Bishop	Bishop & Pringle	Owen Sound, Ont.
G. W. Robinson	P. B. Yates Machine Co., Ltd.	Hamilton, Ont.
J. C. Armer	Dominion Forge & Stamping Co., Ltd.	Toronto.
W. A. McKay	Codville Co., Ltd	Winnipeg, Man.
W. H. Miner	Miner Rubber Co., Ltd.	Granby, Que.
E. G. Rogers	Canadian Sheet Metal & Roofing Co., Ltd.	Winnipeg, Man.
C. Meadows	Geo. B. Meadows Wire, Iron & Brass Works Co., Ltd., The	Toronto.
Wilbur Gordon	Steel Trough & Machine Co., Ltd., The	Tweed, Ont.
James M. Sinclair	Eureka Mineral, Wool & Asbestos Co.	Toronto.
Thos. E. Menzies	Gilbert-Menzies A. C. Co., Ltd.	Toronto.
Geo. Brigden	Brigdens, Ltd.	Toronto.

Ex-Officio Members

J. S. McKinnon	S. F. McKinnon & Co., Ltd.	Toronto.
W. S. Fisher	Emerson & Fisher, Ltd.	St. John, N.B.
John R. Shaw	Canada Furniture Mfrs., Ltd.	Woodstock, Ont.
Thos. Roden	Roden Bros., Ltd.	Toronto.

INDUSTRIAL RELATIONS COMMITTEE

T. R. Deacon	Manitoba Bridge & Iron Works, Ltd.	Winnipeg, Man.
J. B. Thomson	James Thomson & Sons, Ltd.	Vancouver, B.C.
J. J. Coughlan	J. Coughlan & Sons	Vancouver, B.C.
J. S. McLean	Harris Abattoir Co., Ltd.	Toronto.
O. W. Waller	Swift Canadian Co., Ltd.	Toronto.
F. G. Daniels	Dominion Textile Co., Ltd.	Montreal, Que.
Angus McLean	Bathurst Lumber Co., Ltd.	Bathurst, N.B.
W. J. Bulman	Bulman Brothers, Ltd.	Winnipeg, Man.
E. G. Henderson	Canadian Salt Co., Ltd.	Windsor, Ont.
W. T. Gregory	Imperial Tobacco Co.	Leamington, Ont.
Hon. E. J. Davis	Davis Leather Co., Ltd.	Newmarket, Ont.
Col. Thos. Cantley	Nova Scotia Steel & Coal Co., Ltd.	New Glasgow, N.S.
H. H. Champ	Steel Co. of Canada, Ltd.	Hamilton, Ont.
S. R. Parsons	British American Oil Co., Ltd.	Toronto.
A. Melville White	Canadian General Electric Co., Ltd.	Toronto.
G. H. Duggan	Dominion Bridge Co., Ltd.	Montreal, Que.
J. E. Davies	Alberta Foundry & Machine Co., Ltd.	Medicine Hat, Alta
Chas. M. Thompson	Brantford Roofing Co., Ltd.	Brantford, Ont.
W. R. Breyfogle	De Laval Co., Ltd.	Peterborough, Ont.
H. J. Waddie	Canadian Drawn Steel Co., Ltd.	Hamilton, Ont.
Jno. M. Taylor	Taylor-Forbes Co., Ltd.	Guelph, Ont.
Col. W. M. Gartshore	McClary Mfg. Co., The	London, Ont.
Wm. Inglis	The John Inglis Co., Ltd.	Toronto.
F. H. Whitton	Steel Co. of Canada, Ltd.	Hamilton, Ont.
C. H. Waterous	Waterous Engine Works Co., Ltd., The	Brantford, Ont.
R. O. McCulloch	Goldie & McCulloch Co., Ltd., The	Galt, Ont.
Geo. W. Watts	Canadian General Electric Co., Ltd.	Toronto.
Jos. Picard	The Rock City Tobacco Co., Ltd.	Quebec, Que.
F. J. Gernandt	International Harvester Co. of Canada, Ltd.	Hamilton, Ont.
Geo. Wedlake	Cockshutt Plow Co., Ltd.	Brantford, Ont.
A. F. Hatch	Canada Steel Goods Co., Ltd.	Hamilton, Ont.
Archibald McCall	Nova Scotia Steel & Coal Co., Ltd.	New Glasgow, N.S
Robert A. Brown	Canadian Nashua Paper Co., Ltd.	Peterboro, Ont.
Clayton, E. Hurlbut	The Hurlbut Co., Ltd.	Preston, Ont.
D. W. Coe	Canadian Mead-Morrison Co., Ltd.	Montreal, Que.
F. M. Kimbark	Business Systems, Ltd.	Toronto.
R. Thomson	Hawthorn Mills, Ltd.	Carleton Place.
Louis Armstrong	Laurentide Co., Ltd.	Grand Mere, Que.
E. M. Wilcox	York Press	Toronto.
A. E. Rea	Dresses, Ltd.	Toronto.
M. A. Doak	The Eastern Car Co., Ltd.	New Glasgow, N.S.
J. M. Gunn	McClary Mfg. Co.	London, Ont.
J. S. McKinnon	S. F. McKinnon & Co., Ltd.	Toronto.
W. S. Fisher	Emerson & Fisher, Ltd.	St. John, N.B.
J. R. Shaw	Canada Furniture Mfrs., Ltd.	Woodstock, Ont.
Thos. Roden	Roden Bros., Ltd.	Toronto.

INSURANCE COMMITTEE

A. W. Green	The Crethan Co., Ltd.	Montreal, Que.
A. O. Dawson	Canadian Cottons, Ltd.	Montreal, Que.
T. A. Hollinrake	A. R. Williams Machinery Co., Ltd.	Toronto.
Geo. H. Lees	Geo. H. Lees & Co., Ltd.	Hamilton, Ont.
Fred M. Beatty	Midland Woodworkers, Ltd.	Midland, Ont.
Harold E. Goodhue	Eastern Townships Lumber Co., Ltd.	Sherbrooke, Que.
Chas. A. Moore	The Stratford Mfg. Co., Ltd.	Stratford, Ont.
W. B. Tindall	Consumers' Box & Lumber Co., Ltd.	Toronto.
A. T. Enlow	Dominion Sheet Metal Co., Ltd.	Hamilton, Ont.
C. S. Sutherland	Amherst Boot & Shoe Co., Ltd.	Amherst, N.S.
A. H. Whitman	Robin, Jones & Whitman, Ltd.	Halifax, N.S.
L. J. Breithaupt	Breithaupt Leather Co., Ltd., The	Kitchener, Ont.
A. McKinnon	McKinnon Industries, Ltd.	St. Catharines.
Gordon C. Crean	Robt Crean & Co., Ltd.	Toronto.
D. H. McDermid	Somerville Paper Box Co., Ltd.	London, Ont.
C. Meadows	Geo. B. Meadows Wire, Iron & Brass Works Co., Ltd., The	Toronto.
John T. Ham	Ham & Nott Co., Ltd., The	Brantford, Ont.

Ex-Officio Members

J. S. McKinnon	S. F. McKinnon & Co., Ltd.	Toronto.
W. S. Fisher	Emerson & Fisher, Ltd.	St. John, N.B.
J. R. Shaw	Canada Furniture Mfrs., Ltd.	Woodstock, Ont.
Thos. Roden	Roden Bros., Ltd.	Toronto.

EDUCATION COMMITTEE

Archibald McCall	Nova Scotia Steel & Coal Co., Ltd.	New Glasgow, N.S.
F. G. McKay	McKay School Equipment, Ltd.	Toronto.
Thos. E. Menzies	A. C. Gilbert-Menzies Co., Ltd.	Toronto.
C. S. F. Mitchell	Canadian Chewing Gum Co., Ltd.	Toronto.
W. H. Wood	Commercial Acetylene Supply Co., Inc.	Toronto.

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J. S. McKinnon	S. F. McKinnon & Co., Ltd.	Toronto.
W. S. Fisher	Emerson & Fisher, Ltd.	St. John, N.B.
John R. Shaw	Canada Furniture Mfrs., Ltd.	Woodstock, Ont.
Thos. Roden	Roden Bros., Ltd.	Toronto.

PUBLISHING COMMITTEE

W. R. McNeil	Bird & Son, Ltd.	Hamilton, Ont.
Douglas S. Murray	Murray Printing Co.	Toronto.
Henry Bertram	John Bertram & Sons	Dundas, Ont.
Ralph W. Ashcroft	Ames-Holden-McCready	Montreal, Que.
S. R. Parsons	British American Oil Co.	Toronto.
Robert Hobson	Steel Co. of Canada, Ltd.	Hamilton, Ont.
George McLaughlin	General Motors, Lt.	Oshawa, Ont.
I. H. Weldon	Provincial Paper Mills Co., Ltd.	Toronto.

Translations Department Report

The quarterly report of the C.M.A. Translations Department gives statistics that point clearly to a continual increase in Canada's foreign trade. The number of translations handled in the year 1917 was 513; in 1918, 758, and in 1919, 1,759. Comparing corresponding periods of the last four years, the report shows that during the first quarter of 1917 113 translations were handled; during the same months of 1918, 1919 and 1920 there were handled 144, 360 and 602 translations respectively, indicating an increase in number alone of over 500 per cent. As far as the work of the department is concerned, these figures indicate a still greater increase, since the general term, "translation," is used to cover all documents from short business letters to long legal contracts, circulars, etc.

Of the six hundred odd translations handled during the first three months of the present year, 501 were French, 71 Spanish, 13 German, 9 Portuguese, 5 Italian, 2 Swedish and 1 Russian. All but 34 of these were personally handled by Miss Williams, who is in charge of the department. During July alone, foreign letters came in from the following coun-

tries: Africa, Austria, Belgium, China, Egypt, France, Germany, Italy, Roumania, Sicily, Spain, Syria, Argentine, Bolivia, Costa Rica, Ecuador, Cuba, Mexico and Venezuela. The enquiries dealt with many diverse articles, such as bicycles, foodstuffs, book-binding, knitting machines, gelatine, wall-paper, motor boats, etc.

The rapid growth of the Translations Department is in itself evidence of its great importance to members of the C.M.A. Canada's trade with foreign countries is undoubtedly growing, and as new markets for some lines of Canadian goods are established, a demand for other lines will be created. As one of the essential factors in building up trade relations with other countries is a knowledge of their language, members of the Association will find that the services rendered in this connection can be profitably utilized.

Postage Stamps in Coils

Stamps of 1, 2, and 3c. denominations are put up in rolls or coils at the present time by the Postal Department at Ottawa. Last year the total amount of stamps put up in this manner amounted to 110,765 rolls, with a total value of $1,132,500.90. If there was a sufficient demand for stamps in rolls of five, seven and ten cent or larger denominations to justify the making of such rolls, the Postal Department would have the work done. If members, who could use stamps in rolls or coils in larger denominations than 3-cent stamps, will notify the Association, their request will be forwarded to the Postal Department.

Ontario Division and Toronto Branch

By H. Macdonald
Secretary, Ontario Division, C. M. A.

The Power Situation

The situation with respect to shortage of power has been aggravated by the official announcement that the Commission have decided not to proceed with the erection of the proposed auxiliary steam plant, and a general circular was issued on 14th August to the members of the Ontario Division asking for suggestions as to further steps to be taken. The Committee in charge are not a little concerned at the prospect of another winter having to be faced without the Provincial body having done anything to improve the supply of power. The whole situation is receiving the serious consideration of the Canadian Manufacturers Association, and suggestions from the manufacturers as to what further steps should be taken will be welcome.

Deepening of Waterways

A meeting of representative civic bodies was held in the City Hall, on 12th August, under the auspices of the Canadian Deep Waterways and Power Association. The Toronto Branch was represented by Mr. T. A. Hollinrake, Chairman, Mr. W. C. Coulter, Vice-Chairman, W. H. Shapley, and H. Macdonald, Secretary. The Chairman of the meeting was Mr. T. A. Hollinrake. Representatives were also present from the City Council, Board of Trade, Toronto District Trades and Labor Council, Retail Merchants' Association and Empire.

After discussion, plans were laid to create an organization to prepare the case on behalf of Toronto for representation to the Internal Joint Commission in October. Toronto is the last of all the large municipalities in Ontario to take up the question, and it is hoped that no time will be lost, from now on, in getting all the necessary information together so that the need of and the benefits to be derived from the deepening of the St. Lawrence waterway will be convincingly presented when the International Joint Commission sits in Toronto in the Fall.

It was moved by Mr. W. H. Shapley, and carried unanimously: "That the City Council be requested to appoint a Committee of three or five representatives of the City and that the several organizations present or interested in the objects of this meeting be requested to each appoint one representative to act, and the Committee so constituted be an Executive Committee charged with the duty of securing data and arranging the necessary evidence in support of the Great Lakes-St. Lawrence waterway, and to have such evidence submitted to the International Joint Commission when that body meets in Toronto."

The evidence which it is necessary to prepare will deal with the exports and imports of Toronto, business carried on in this city as a distributing centre and the manner in which this business would be affected if ocean freighters could land goods from overseas at Toronto wharves and receive exports from Toronto for trans-shipment to overseas points; also the effect which such a business and the expansion which would follow would have on the labor situation, particular attention being paid to the great possibilities for ship-building and dry dock work at Toronto; also evidence of experts regarding the feasibility of the present average type of ocean freighters handling all classes of freight offered on the Great Lakes—with the exception of iron ore and coal, as well as information concerning the economic growth of Ontario and the industrial expansion that would follow the opening of the waterways from the Great Lakes to the sea for all kinds of traffic.

New Customs and Examining Warehouse

The Secretary of Toronto Branch having drawn the attention of the Dominion Government to the discontinuance of operations on the new customs and examining warehouse at the corner of Front and Yonge Streets, the Minister of Public Works explains that the question of proceeding with the erection of this building was carefully considered in connection with the supplementary estimates of his Department at the last session of Parliament, along with a number of the large Government buildings in different parts of Canada, but that the conclusion arrived at was that the financial condition would not justify the Government in putting these works under construction during the present year.

Inspection of Chippawa Canal

A delegation representing the Toronto Engineers' Club and Toronto Manufacturers made a tour of inspection of the Ontario Hydro-Electric Commission's Power Plant at Niagara Falls and of the Chippawa-Queenston development on 27th August, the Toronto Branch representatives being Messrs. W. H. Shapley, R. L. McIntyre, Melville P. White and H. Macdonald, Secretary.

The delegation had the advantage of going through and examining and inspecting the power house and plant at Nagara Falls, comprising turbines, generators, etc. By the courtesy of the Hydro Commission, motors were placed at the service of the delegation to enable them quickly to run over the Chippawa-Queenston canal.

The canal is 12¾ miles long with the intake at Hog Island, Chippewa, about 2 miles from Niagara Falls, and the tailrace on the Niagara river about 1 mile above Queenston. The Power House will be located at the bottom of the Gorge It will have six units of 50,000 H.P. each or a total development of 300,000 H.P. which may be increased to 475,000 H.P. It will use 10,000 cubic ft. of water per second. and is costing

(*Continued on page* 115)

Export Trade from the Viewpoint of the Canadian Manufacturer*

In Two Parts

Part II. PROBLEMS FOR EXECUTIVE CONSIDERATION

By S. A. BEADLE
Beadle, Putland & Co., Victoria, B.C.

NO more important decision can be made by the manufacturing concern than the decision whether or not it will engage in foreign trade. This is a question that far outranks in importance the determination to acquire a rival establishment, to build a new plant, or to enlarge its capitalization. It is of far more significance than to resolve to take up the manufacture of a new line of goods or to put a new product on the market.

The selling of an occasional order in a foreign market does not constitute foreign trading. The real decision to be made is whether to go in permanently or stay out permanently. A determination to engage in foreign trade involves the setting aside of a large amount of capital for the specific purpose of developing an overseas business. It means the inauguration of a new department in the business. It recognizes the need of familiarizing one's self with a vast complexity of laws, regulations, languages, rates, trade customs and conditions that are different from those with which any part of the business has dealt heretofore.



(Courtesy of Canadian National Railways.)

Port Arthur Shipbuilding Slip

One of the Canadian Government Merchant Marine Steamships Under Construction at Port Arthur

The manufacturer must determine on the basis of careful study whether he wants foreign trade, whether he needs increased output, or whether he can get along equally well to-day without outside markets.

But perhaps even more important than the details that must be considered and the money that must be invested, are the brains that must direct the foreign trade for the export department. A decision that involves so much, that means the investment of such a considerable amount of money, must be made only by the highest directing body in a business concern. It must be made with the full knowledge that, if the business is to be a success, it is the most momentous decision that the manufacturer can make.

Next in importance is the formation of the export policy. Whether the prospective exporter will use this method or that one is a matter to be determined, not on the spur of the moment, but only after the entire subject has been fully investigated and every determining factor fully considered. Then and then only will the highest governing authority in that concern be prepared to arrive at a just conclusion concerning the foreign trade policy needed to accomplish the desired ends. That policy—perhaps even more than the domestic policy—consists of many elements. Let us, therefore, examine some of the important facts with reference to the essential features of a foreign trading policy. After the decision to embark in foreign trade has been made, the next problem presenting itself for solution relates to the executive direction of the export business. This includes the choice of the export manager and the selection of the best possible markets for exploitation.

The export department requires executive oversight to a greater degree than any other branch of a business. The manufacturer who resolves to embark in the export trade, and to establish a distinct department for handling this phase of his enterprise, should see to it that the export department is placed in charge of a vice-president. If the size of the manufacturer's business does not warrant the organ-

*Copyright, Canadian, 1920.

ization of a separate department, then the export business should have the personal attention of the executive head of the concern.

The first and perhaps the most important of the executive problems to be met will undoubtedly be the appointment of an export manager. In general, the manufacturer has two possible choices; a man from the inside who knows his particular business, or a man from the outside who knows exporting. Fortunate indeed is the manufacturer who has a man in his establishment with a knowledge of exporting, because the former man in the alternative indicated ordinarily lacks breadth of view and the latter lacks knowledge of the business.

The next problem for executive consideration will be the choice of territory. Such a decision cannot be made intelligently by one who is unfamiliar either with the conditions in the world's markets or with the particular products under consideration. It is not to be expected that flannel underwear can be sold in Egypt or heating stoves in Java, although manufacturers have tried to do both. The nature of the manufacturer's product and the conditions in foreign markets are the two factors that determine the particular fields that may be most desirably and profitably developed.

It is a part of the executive policy to decide how far the manufacturing processes are to be changed in order to meet the differing demands encountered in foreign markets. The directing authority must also determine how far the methods in an establishment are to be re-arranged so as to handle export business more expeditiously. The matter of packing is a case in point. The manufacturer who is unwilling to change his packing and shipping system so as to prepare the goods for shipment in accordance with export requirements had better not engage in foreign trade.

The Question of Policy

The manufacturer who has decided to go into foreign trade, and who has placed his new enterprise in the hands of a competent executive, has at his disposal, as we have shown in the foregoing pages, three essentially different methods of doing business: First, the system of selling direct; second, that of selling through manufacturer's export agents; third, that of selling through export commission houses and to export merchants. Under direct selling is included the direct exploitation of foreign markets through salesmen, branches, exclusive dealers and through the mails. All of these methods have been briefly explained.

It has been our privilege during the past year to meet and correspond with many manufacturers who have entered foreign trade or were seriously contemplating such action. We must confess our surprise at the limited knowledge that many of them possess and the amount of misinformation that most of them have acquired. We cannot hope in the short space at our disposal to cover fully all the factors that must be taken into consideration by the manufacturer in determining his selling policy. We hope, however, that some of the points which follow will lead the reader to consider, in so far as his business is concerned, what policy is best.

Let us first suppose that the manufacturer has decided to go in for direct exporting. He must decide whether he will establish his own agencies, whether he will send out salesmen, or whether he will endeavor to do his business by mail. He must determine where his agencies will be located. He must decide whether he will use a native of the country, or select a Canadian for manager of these agencies. He must decide upon the type of man who is particularly fitted for an agency in any given country he has under consideration. Then he has to decide whether he will back up his agencies with a selling force. In that event he must keep careful watch to see where and how he will secure the most competent salesmen. He must find out where he can most readily obtain salesmen speaking the language of the countries to which they are to be assigned.

Study Local Conditions

For example, the manufacturer who considers China as a market must decide what bearing the compradore system will have upon his choice of sales methods. He must recognize that he can scarcely expect his salesmen to do business with the Chinese retailers, or even with the large native jobbers. These or similar questions must be decided in considering many other markets, especially those in the less developed sections of the world.

The manufacturer must further consider the necessity of making a thorough study of the consular regulations of the different countries. It is not easy to find a man who is familiar with foreign tariff regulations, who can read the languages of the various countries, and who can take the various documents with all their complicated official and technical terminology and translate them into understandable and usable English.

Complete information must be collected regarding shipping routes, rates and documents. Some one must be trained in the operations of financing the export order. The obtaining of credit information requires the best judgment that the manufacturer can command. Added to all these are the mechanical details of office accounting, recording systems, etc., as they apply to the new business.

The manufacturer must determine what kind of salesman he will send abroad to represent him in foreign countries, whether they are to be men with a knowledge of the language of the country, or whether they are to have primarily an intimate acquaintance with the specific business. He will do well to work out in his own plant and in his own business a method of training export salesmen, because ready-made salesmen for foreign trade cannot easily be found. The manufacturer must consider whether his line is a simple one that can be handled readily by unskilled and untechnical salesmen, or whether it is one requiring expert attention. He must decide whether or not he will supply service with his product. If it is a machine or other mechanical product, he must determine whether or not he will send out mechanical experts and attach them to his agencies in foreign markets.

The manufacturer, especially if his products be complicated or technical, must study the patent laws of foreign countries. He must be prepared to go to the trouble of registering his trade-marks abroad. There are many pitfalls in connection with the patent regulations and trade-mark laws of foreign countries which he must be careful to avoid.

We might go on naming points which must be decided by the manufacturer who is planning to do business direct. We think perhaps enough of the necessary factors have been indicated to stress this essential fact; the manufacturer who expects to do business direct must be willing to go to the trouble not only of learning the business himself, but of equipping his organization to do all of the specialized business which in direct exporting would be handled by a professional export house.

Further Problems

The decision of the manufacturer to do business through a commission house leaves him yet many problems to solve. The first is the choosing of the export house. Incidentally he will have to decide whether he will deal through one commission house or several. Some commission houses do a big business in one part of the world and may do no business

in other parts. In South America, for example, one commission house may do a very large business in machinery on the west coast, while another commission house, perhaps just around the corner, may be doing a very large business in machinery on the east coast and no business in machinery on the west coast. The manufacturer therefore must make a careful study of the various houses with a view to determine which of them are prepared to handle his particular products in a given foreign market. The manufacturer must then decide whether he will do business in a given market with one commission house only, or whether he will establish relations with several and let them compete for his business.

Some of the largest exporters in Canada sell through commission houses, and in certain markets maintain offices of their own as well—not so much for the purpose of making sales as for the purpose of helping the commission house to make sales for them. A matter which the manufacturer must carefully consider is the financial strength of the commission house. In some parts of the world these houses finance many enterprises. One house may be backing a railroad and another a sugar plantation. Even in the same market different houses may absolutely hold certain very large and important sections of the trade. This means that the manufacturer who intrusts his business in a certain field to a single house may thereby be effectively closing the door to certain other very rich markets in the same territory.



(Courtesy of Canadian National Railways.)

One of Canada's Commerce Carriers

This is the Canadian Government Merchant Marine S.S. "Canadian Importer," 8390 I.W. tons, built on the Pacific Coast

After the manufacturer has determined upon the particular export method or combination of methods to be adopted, and has selected his representatives, there remain many important problems to decide. One of the most important is whether or not he expects to support the efforts of his representatives. The manufacturer, very much as the manufacturer in Canada who places agencies in various parts of the Dominion, must decide whether or not he will advertise in the export markets with the idea of supporting the commission house.

There is another and important and vital question. The manufacturer should carefully consider whether or not he can get real sales service for a commission of 2½ per cent. or even 5 per cent. It is very doubtful if any organization can give a manufacturer real sales service for that compensation. The average sales expense in Canada, we venture to say is much larger than this. The manufacturer should appreciate the fact that the sales expense in foreign markets is likely to be greater than the expense at home. He can scarcely expect results to be obtained in a foreign market which cannot be obtained by his own organization at home. Backing up the commission house by increased remuneration is but one of the ways of assisting the exploitation of a product. The manufacturer must also decide whether he is willing to advertise in foreign markets, to circularize foreign customers and prospects, or to send his salesmen or demonstrators to the overseas field. All these methods are used by manufacturers in stimulating sales through the export house.

Finally, the manufacturer must endeavor to discover whether or not way in the back of his head or down in his heart he expects to let the professional export concern build up a business for him, to break the ground, to blaze the trail, and then—after a profitable business has been developed—to take it away from the export house. Such a practice, or such an intention, on the part of the manufacturer is manifestly unfair. There is an attitude on the part of some of our manufacturers which refuses to take into consideration the fact that, with the exception of Europe, the major part of our export business has been handled and is likely to be handled by the professional export house. Up to the present time—and perhaps for many years to come—the professional exporter will be one of the most important factors, if not the most important factor, in the development of our foreign trade. The manufacturer who wishes to play fast and loose with the export house would do well to consider these facts. It would be well for him to decide upon his selling policy only after full consideration has been given the facts just stated.

To a considerable extent the questions which have been raised with reference to backing up the export commission house in its efforts to develop a foreign market apply with equal force to the decision which the manufacturer must make in using a manufacturer's export agent. The manufacturer must decide for himself the percentage of commission to be paid—the minimum amount of commission which will purchase for him real selling service in that particular market. He must determine also the amount of appropriation which he can allow the agent for advertising. Such decisions can only be reached after a careful study of the markets.

It is of the utmost importance in determining the selling campaign, for the manufacturer to consider the varying requirements of the foreign markets. The manufacturer who would wisely develop his foreign trade will hardly expect to handle his South American market in exactly the same way in which he would handle his Chinese market, or his Indian market. A particular line of goods may be handled well by a commission house in one part of the world and by direct

(*Continued on page* 126).

SUMMARY OF OFFICIAL STATEMENT

Reasons why Canada should retain the present fiscal policy of adequate protection for Canadian agriculture, industry, labor and business

1. Canada has shown wonderful growth in agriculture, manufacturing, forest production, mineral production, transportation, banking, insurance, and other business since the adoption in 1878 of the National Policy of adequate protection for all classes.

2. Because Canada was strong in all departments of national activity, she made a great record in the war.

3. Since the war practically all civilized countries have retained or increased their protective tariffs.

4. Over 2,000,000 Canadians are supported by wages paid by Canadian factories.

5. Over eighty per cent. of all the produce of Canadian farms is consumed in Canada.

6. The tariff has caused over 600 branches of United States factories to locate in Canada.

7. The tariff provides a great portion of the revenue of the Dominion Government.

8. The present tariff of Canada is very moderate; the average rate of duty on all dutiable importations is 22½ per cent.; the average rate of duty on all importations, free and dutiable, is only 14 2/3 per cent.

9. Canadian products should not be exported in the raw state, but should be manufactured in Canada in order to create business, provide employment and add to the national wealth.

10. Canada has maintained a protective tariff for 42 years. The United States, our greatest competitor, has maintained a protective tariff for 131 years. Their manufacturers have a home market of 105 million people. Our manufacturers have a home market of about 8 million people. Last year each inhabitant of the United States bought, on the average, $4.41 worth of Canadian goods, while each Canadian, on the average, bought $100.26 worth of United States goods. United States' purchases from Canada were largely raw material. Is it surprising that the rate of exchange is against Canada and that our dollar is at a heavy discount in the United States? This is the situation with a Canadian tariff. What would it be if the tariff were removed? Abolish the tariff, and in the words of Ex-President Taft, Canada will become "an adjunct of the United States."

11. The destiny of Canada is a fully developed nation within the British Empire.

Why Canada Needs a Protective Tariff*

Official Statement Submitted by the Canadian Manufacturers Association to the Committee of Cabinet Ministers Who Opened the Inquiry Into the Canadian Customs Tariff in Winnipeg on September 14th

Winnipeg, September 14th, 1920.

IN submitting the following general statement to the Honourable Ministers of the Government who constitute this Committee of Inquiry into the Canadian Customs Tariff, the Canadian Manufacturers Association respectfully begs to emphasize the close relationship existing between the manufacturing industries and all classes of the population. According to the Dominion census, about 700,000 people are employed in the factories of Canada. Including their families, the number of persons who depend for their living on the wage rolls of Canadian factories number over 2,000,000. In addition there are probably half as many more wholesale and retail traders, professional and business men and others who derive the chief part of their incomes indirectly from industrial establishments. Moreover, as about eighty per cent. of the total annual produce of Canadian farms is consumed in Canada, chiefly by the people living in towns and cities, farmers are also vitally concerned with industrial conditions.

Any civilized country that aspires to greatness must be strong in the following departments of national activity: agriculture, manufacturing, transportation and finance. Purely agrarian countries have never reached any degree of greatness; purely industrial countries cannot exist; both manufacturing and agriculture are helpless without the machinery of finance and transportation systems to carry produce.

What part does the factory play? Remove the factories and imagine the effect on the wholesale and retail trade, on the banks, on the financial and brokerage houses, on the real estate agents, on the professional men, on the tax collecting departments? In the majority of Canadian cities and towns the factories are the direct or indirect cause of a very considerable part of business transacted, because the welfare of many allied activities depends on the ebb and flow of the factory output, the buying capacity of the factory purchasing department and the spending of the factory payroll. Strike at the factory and you strike at nearly every one in the city or town. Strike at the city or town and you strike at the agricultural population surrounding the city or town, for cities and towns use the produce of the farms, while the cities and towns in their turn supply the farms with most of those luxuries, comforts and necessities which are part of civilized existence.

Consequently, throughout this statement, the Canadian Manufacturers' Association has tried to keep in mind, in a broad, general way the fact that practically every family in Canada, directly or indirectly, is benefited by industrial prosperity and injured by industrial depression.

*Reprints of this Official Statement may be had on application to the C.M.A.

The Principle of Protection

As the Canadian Customs Tariff has not been revised since 1907, revision is now overdue. After careful investigation, in may be found that the rates of duty on some articles are too high and will consequently be lowered; or, in certain other cases, that the rates of duty are too low and will consequently be raised; or, in other cases, that the rates of duty will be considered fair and remain unchanged. But all tariff revisions are governed by a guiding principle, and this guiding principle must be either the policy of protection or the policy of free trade. The term "tariff for revenue" is misleading, because a tariff of even ten per cent. on an article produced in Canada yields revenue and also affords a small degree of incidental protection.

In presenting this statement, therefore, the Canadian Manufacturers Association respectfully begs to re-affirm its advocacy and support of the policy of adequate protection for Canadian industry (the policy which has been maintained since 1878 in Canada by all political parties that have held power).

Moreover, the Association pledges its support to any measures which will hasten the adoption throughout the British Empire of substantial customs preferences for Empire products, corresponding to the preferences now provided in the customs tariff of Canada.

Definition of Protection

The objects of the protective system in Canada have been and should continue to be:—

(1) To diminish, as far as possible, the importation of goods from foreign countries which can be produced at home.

(2) To facilitate the importation of raw materials for manufacturing processes, which cannot be produced at home.

(3) To encourage the exportation of Canadian good as finished products.

(4) To make Canada self-contained by developing encouraging within her boundaries all legitimate ties that will give occupation to Canadian citiz

The protective syst system. The individual activity. not su tem t

tions, is that the system safeguards and develops the resources and prosperity of the great majority of the citizens of each country. A country must guard its interests just as an individual guards his interests. A country should try to develop not only its material resources but also the possibilities contained in the capacities of its respective citizens. It should take stock of all its resources, of its geographical position, the ability and character of its population and try to use all in the best possible manner to build up a strong and secure national existence. It is respectfully submitted, therefore, that the revision of the tariff and the consequent framing of the fiscal system of Canada can only be legitimately approached from the national point of view and without undue regard to the special privileges or demands of any classes of the population or section of the country.

The Tariff

As the protective system is put into operation and maintained largely by means of the machinery known as a customs tariff, or, in other words, schedules of duties imposed by the national Government on goods imported into Canada, it is advisable to examine how a tariff works. In the first place, it protects domestic industry by increasing the difficulty of importing competing products; in the second place, it secures revenue for the Government; and in the third place, it can be used either as a weapon against any foreign country that is using discriminatory methods, or to bargain with a foreign country for tariff concessions that will open desirable markets for Canadian products. Consequently, the tariff, being the chief instrument which maintains the protective system in operation, cannot be suddenly changed or abolished without at the same time changing or abolishing the protective system.

Support of the protective principle should not be confused with advocacy of a high tariff. The Canadian Manufacturers Association has never advocated a high tariff, and does not advocate a high tariff now, but it is a conservative statement of fact to say that the Canadian customs tariff as it stands to-day is not a high tariff, and that in comparison with tariffs of other countries it is very moderate.

The total value of all free importations into Canada during the fiscal year ended March 31st, 1920, was $370,872,966.

The total value of all dutiable importations into Canada during the same period was $693,643,211.

The total amount of duty collected during the said [illegible] was $187,520,613.

[illegible] the foregoing is the customs war tariff [illegible] year, amounted to a total of

[illegible] war tariff, on [illegible] er the same

[illegible] ons,

all importations, free and dutiable, for the same period, was 17.61 per cent.

The average rate of duty on all importations, free and dutiable, after deducting the customs war tariff collections, was 14.66 per cent.

On the 18th day of May, 1920, the customs war tariff rates were completely removed by Parliament. Surely it is reasonable to say that the average rate of duty of 22.5 per cent. on all dutiable importations and the average rate of duty of 14.66 per cent. on all importations, dutiable and free, now imposed by the Canadian Customs Tariff, constitute a moderate tariff.

History of Protection

It might be advisable, at this stage, to summarize briefly the growth of the system of protection, which, it should be noted, coincides with the development of modern industry.

England, which, until recently, was held up as the great example of the benefits bestowed on a country by free trade, was one of the first countries in the world to adopt a genuine protective fiscal system. Oliver Cromwell framed the first protective customs tariff for England and also, in 1651, passed the famous Navigation Act, forbidding foreign goods to be brought to England except by English vessels or vessels belonging to the country from which the goods came. With a customs tariff in operation and with the Navigation Act in force, England, at that time, had a great measure of protection.

The protective system continued in England from the middle of the seventeenth century until 1846 or about 200 years. By the latter date, England was, by long odds, the leading industrial country in the world and also the chief maritime nation. English farmers were strong protectionists, and heavy duties were imposed on farm produce entering England from other countries, but the agitation begun in 1838 by the industrial population caused the change, and England, after a period of nearly 200 years under the system of protection, during which she had risen to be the richest and most powerful trading nation in the world, adopted free trade for the following reasons: Being an island with a rapidly increasing population, and limited room for expansion, she acquired great overseas possessions. These colonies produced large quantities of raw materials or semi-finished materials. England was the workshop, with the formula of cheap food and low wages. Goods were manufactured cheaply, largely because wages were low and living was cheap. Ships were built cheaply for the same reason, and the sailors who operated these ships to carry raw material to England and finished products from England were paid low wages.

While Great Britain relatively maintained under free trade a considerable part of the industrial supremacy established during two hundred years of protection, there are the strongest reasons for believing that this was done partly at the expense of the working classes, a fact emphasized by the Hon. Arthur Meighen in his speech in the

House of Commons on May 25th, last, when he quoted Sir Henry Campbell-Bannerman's statement that, in 1905, there were 13,000,000 of the population of the United Kingdom who were at or below the poverty line, not having enough to eat.

About the time of Oliver Cromwell, the protective system was introduced in France by the statesman, Colbert, and remained in force until the French Revolution, when it was modified, although France did not adopt a fiscal system approaching free trade until 1860.

After the introduction of free trade into France in 1860, it was quickly discovered that under this system, France could not stand the competition of England and the United States, and in 1872, after the Franco-Prussian War, returned to the protective system. Other European nations had followed the free trade experiment of France in 1860, and they also imitated her later action in reverting to the protectionist policy. In 1879, under the direction of Bismarck, Germany inaugurated a distinctly protective system, and most of the other European nations soon followed the example of Germany and France.

The Protective System in North America

Prior to the Revolution, the industrial development of the thirteen English Colonies on the Eastern Atlantic Coast had been very limited. This was due to several reasons. The energies of the northern colonies were confined largely to overcoming the hardships of pioneer existence, while the southern colonies who employed slave labor, devoted themselves to the creation and cultivation of extensive plantations. There were no large cities; New York and Boston were only seaport towns. Raw material was shipped to England, where most of the manufactured goods needed were purchased.

During the Revolution, shipments from England were stopped, and the colonists had to depend for manufactured goods upon what they could secure from France and other European nations. After the Revolution, hostility towards England diminished imports of English goods. Later, came the trade disturbance caused by the Napoleonic wars, when shipments from Europe suffered great interference. Consequently, they were forced to pay more attention to manufacturing at home.

The first tariff measure passed in 1789 by the United States provided for "the encouragement and protection of manufacturers." At first, the protection afforded was low, the duties ranging from 5 to 15 per cent. ad valorem, When Europe began to recover from the Napoleonic wars, United States manufacturers suffered from European competition, and consequently, a larger measure of protection was afforded. From 1816 onward the character of the United States tariff has been distinctly protective.

After the Civil War the protective tariff was again raised. The McKinley tariff of 1890 increased protective duties on articles which entered into competition with articles produced in the United States. The Dingley tariff of 1897 made general increases, and finally the Payne-Aldrich tariff brought the protective system to the highest point which it had reached since the Revolution.

When the Republicans were defeated and President Wilson and the Democratic party were elected to power, a general reduction of the United States tariff was made on October 3rd, 1913, and direct taxation was increased to provide for the revenue which was lost through the general reduction. It did not follow, however, that the United States departed from the protective system; the United States tariff is still protective in character, and at the present time its average rate on dutiable imports is about the same as that of Canada.

The United States is the great example of how a country can be developed under the protective system. It is now a self-contained country, producing practically everything that is needed by a population of one hundred and five millions.

It is interesting to note that the early manufacturers of the United States encountered the usual difficulties experienced in a pioneer country. They had to combat the lure of the word "imported" because it was difficult for those who had been accustomed to purchasing foreign goods to substitute for them the goods produced in their own country.

The expression "home-made" was a synonym for lack of quality, but with the passage of time, the point of view changed, and it was found that the manufacturers and producers of their own country, if given opportunity and encouragement, could make articles equal or superior to imported articles. Now the tendency in the United States is to ask for "home made" articles instead of "imported" articles.

In surveying the previous history of the United States, it is obvious that those who guided the fiscal policy of that country, seem to have based it on a sure foundation.

In passing, attention is directed to the following clause from the platform of the Republican Party of the United States, adopted by the National Republican Convention at Chicago, June 10th, 1920:—

"The uncertain and unsettled condition of international balances, the abnormal economic and trade situation of the world, and the impossibility of forecasting accurately even the near future, preclude the formulation of a definite programme to meet conditions a year hence. But the Republican party reaffirms its belief in the protective principle and pledges itself to a revision of the tariff as soon as conditions shall make it necessary for the preservation of the home market for American labor, agriculture and industry."

The World Tendency Towards Protection

From this brief history it may be seen that fiscal policies of countries are inter-related and swing together like a pendulum towards protection at one period and towards free trade at another period. This fact is significant, because the present swing of the world pendulum is strongly towards protection.

Following the armistice, industrial countries, especially those that had been engaged in the war, took pre-

cautions to safeguard their home markets against a deluge of foreign goods, in order that their demobilized soldiers and war workers could secure employment in their own countries.

In the United Kingdom import embargoes that had been in effect during the war were continued and increased, with the result that manufactured goods from other countries were practically barred out of the United Kingdom. Later, this system was relaxed in respect to the products of the British Overseas Dominions entering the United Kingdom; and, recently, the majority of the remaining restrictions were removed. The United Kingdom, notwithstanding statements to the contrary, is not a free trade country. She now applies various protective duties, and has a measure before Parliament designed to prevent dumping, arising from exchange depreciation or other causes. During his budget speech in the House of Commons on April 19th, last, the Honorable Austen Chamberlain, Chancellor of the Exchequer, stated that the United Kingdom had raised during the year ending March 31st, 1920, the sum of £149,360,000 from customs duties imposed on goods imported into the United Kingdom. That is, every resident of the United Kingdom paid a customs tariff tax on the average of about $16 last year. In Canada last year the average per capita tariff tax, including the war tariff, now removed, was about $23, or, without the war tariff, about $19.50. Yet, some people describe Great Britain as a free trade country and Canada as a high tariff country.

The business men of Great Britain realized early in the war that steps must be taken upon the cessation of hostilities, to protect British industries. Attention is drawn to a document entitled "Report of a Sub-Committee of the Advisory Committee to the Board of Trade on Commercial Intelligence with Respect to Measures for Securing the Position, after the war, of certain Branches of British Industry."

The Sub-Committee reported on the 11th of January, 1916, and the report was presented to both houses of Parliament:

The following were the branches of industry to which inquiries were directed: paper manufacture, the printing trade (including color printing), the stationery trade, the jewellers' and silversmiths' trade, cutlery, fancy leather goods, glassware, including table glass, laboratory ware and glass bottles, china and earthenware, toys, electrical apparatus, brush trade and hardware.

In Section 48 of the Committee's report, the following statement appears: "Practically all the representative firms and associations consulted by us asked for a measure of protection." The schedules in the report show that the measure of protection requested ranged from 10 to 33 per cent.

Early in 1916, the Government of Great Britain, which was a Liberal Government under the Premiership of Mr. Asquith, appointed, through the Board of Trade, the following Committees:

1. Departmental Committee, to consider the position of Iron and Steel Trades, after the war;
2. Departmental Committee, to consider the position of the Electrical Trades, after the war;
3. Departmental Committee, to consider the position of the Engineering Trades, after the war;
4. Departmental Committee, to consider the position of the Textile Trades, after the war;

These Committees were non-political and were composed chiefly of practical business men. The reports of all four Committees were presented to the Imperial Parliament in 1918 and recommend a fair measure of protection for all the industries concerned.

In July of this year, the Executive Committee of the Tariff Reform League of Great Britain adopted a definite tariff programme which it is preparing to advocate among the British electors. They propose that Great Britain impose a tariff of 5 per cent. ad valorem on imports into the United Kingdom from countries which are members of the British Empire; 10 per cent. on imports from countries which are allies of the British Empire, and 20 per cent. on imports from all other foreign countries which compete with British products.

In other leading European countries protective tariffs were considerably increased since the war. France increased her tariff rates during the past year on most goods by amounts varying from ten to three hundred per cent.; and as late as April 28th, 1920, she announced a new and extensive list of prohibited imports.

Italy, Switzerland, Austria, Spain, Roumania, and the Balkan States, have made general increases in their tariffs. Recent despatches show that still higher protection is being provided in most of these countries, and especially in France, Italy and Spain. Japan has now in operation a high protective tariff.

In South America, all countries have tariffs designed not only for the purpose of producing revenue but also to provide for a reasonable measure of protection for home industry. The average rate of duty on all importations, both free and dutiable, for these countries, for 1913, the latest year for which statistics are obtainable, follow:—

Countries.	Average *ad valorem* duty on Imports, per cent.
Argentina	20.8
Bolivia	17.1
Brazil	35.9
Chile	19.9
Ecuador	36.6
Paraguay	31.1
Peru	21.9
Uruguay (1912)	36.2
Venezuela	46.7

An instance of the trend in these countries appears in the following extract from the report of the Chilean Tariff Commission, viz:—

"The tariff policy of Chile is avowedly protective. In presenting the first draft of the law the tariff commission

stated that it had rounded out the protective system introduced by the tariff of 1897. 'No one,' the commission declared, 'has advised any deviation from the policy, which has been followed, and is followed, by the majority of the countries of the civilized world, and especially our neighbors with whom we have close commercial relations'."

The most recent example of an increase in tariff protection is afforded by Australia. Previous to the war Australia had a protective tariff of a moderate type, and imported a great deal of manufactured goods in payment for the exportation of her raw materials; consequently, her manufacturing industries did not reach a high stage of development. The result was that Australia suffered severely during the war, because, owing to her isolated position, she could not import from Great Britain and other countries the manufactured goods which she had been in the habit of getting. She is determined that this experience will not be repeated, and that she must build up her own industries. To this end a tariff was introduced in Australia on March 24th, 1920, which is highly protective in character. All British countries outside the United Kingdom, have tariffs that are protective in character, with the exception of certain Eastern countries, such as India and the Straits Settlements, which impose duties on certain imports for revenue.

Official records show that there is not in the world to-day one country making any pretensions to industrial development that is without a protective tariff.

This Dominion's tariff legislation, designed for national development, must be affected by the fact that every great industrial nation to-day throughout the world has erected protective tariff barriers against the exploitation of its markets by other nations. Were our customs tariff removed whilst other countries maintain and strengthen theirs, our markets would be filled with the overflow goods from protected foreign countries, while our goods would be largely shut out of foreign markets. This would so reduce the markets of our factories as to raise Canadian productive costs above a competitive basis; and many of them would be compelled to cease operations.

The reasons that have led other industrial countries enumerated above to maintain or increase the protection afforded by their tariffs are the same reasons that should convince us of the wisdom of maintaining adequate safeguards for Canadian industry, commerce and agriculture.

Growth of Canadian Industry Under Protection

The early fiscal history of Canada corresponds in general outline to the early fiscal history of the United States. France treated Canada in much the same way as England treated her American colonies. She sold them manufactured goods in exchange for raw products, such as lumber, furs, minerals and grain. When the possession of Canada changed hands, the previous policy was continued.

The United States adopted the protective system in 1789, while Canada adopted the protective system in 1878, or 89 years later.

In commerce, in finance, in agriculture and in manufacturing, the United States was greatly in advance of Canada by 1878. It is interesting to speculate what the position of Canada would have been to-day if this country had been afforded the advantages of the protective system between 1789 and 1878 to the same extent as they were afforded to the United States.

Canada is the older of the two countries, and yet the population of the United States is twelve times that of Canada, with her wealth greater almost in proportion. Is it partly because the United States adopted the protective system 89 years earlier?

The test of the efficiency of a fiscal system is the country's all-round development. The best way to determine whether or not Canada has flourished under the policy of adequate protection for Canadian industry is to study the statistics, not for one industry, but for all the great basic industries, and see how they have developed since 1878. Consider first the total trade of Canada. The following table shows that since the introduction of the National Policy, our total trade has multiplied by sixteen times:—

Fiscal Year.	Total Trade.
1879	$149,489,188
1889	196,309,107
1899	304,227,339
1909	548,139,881
1919	2,185,194,620
1920 (unrevised)	2,351,174,886

Agricultural production in Canada has flourished as the following statistics indicate:—

Year.	Field Crops.	Other Farm Produce.	Total Production.
1900	$194,953,420	$169,953,446	$364,906,866
1910	383,366,856	279,982,334	663,349,190
1917	1,144,637,000	476,391,000	1,621,028,000
1919	1,452,437,000	523,404,000	1,975,841,000

Average Values per Acre of Occupied Farm Lands in Canada, as estimated by Crop Correspondents, 1910, 1914-1919.

	1910	1914	1915	1916	1917	1918	1919
Canada	$38	$38	$40	$41	$44	$46	$52
Prince Edward Island	31	39	38	39	44	44	51
Nova Scotia	25	28	28	34	34	36	41
New Brunswick	19	26	22	29	29	35	32
Quebec	43	47	51	52	53	57	72
Ontario	48	54	52	53	55	57	66
Manitoba	29	32	30	32	31	32	35
Saskatchewan	22	24	24	23	26	29	32
Alberta	24	21	23	22	27	28	29
British Columbia	74	150	125	119	149	149	174

The national output of wheat has grown as follows:—

Year.	Bushels.
1870	16,732,873
1880	32,350,269
1890	42,232,372
1900	55,572,368
1910	132,077,547
1919	193,260,400

Manufacturing has shown a similar extraordinary advance.

Manufacturing Industries

Year.	Capital Invested.	Employees.	Value of Products.
1881	$165,302,623	254,935	$309,676,068
1891	353,214,300	369,595	469,847,886
1901	446,916,487	308,482	481,053,375
1906	846,585,023	356,034	718,352,603
1911	1,247,583,609	515,203	1,165,975,639
1915	1,994,103,272	515,883	1,407,137,140
1917	2,786,649,727	692,067	3,015,577,940

The products of the forests, of the mines and of the fisheries, and the volume of banking and insurance business have shown the following great increase in values under the National Policy:—

Forest Production

Year.	Log Products & Wood Pulp.
1881	$39,540,570
1891	55,266,368
1901	55,051,865
1906	72,878,051
1911	114,713,655
1915	79,767,938
1919	140,381,584

Mineral Production

Year.	
1889	$14,013,113
1899	49,234,005
1909	91,831,441
1917	189,646,821
1918	211,301,897
1919	*173,075,913

*Subject to revision.

Fishery Production

Fiscal Year.	
1879	$13,529,254
1889	17,655,254
1899	21,891,706
1909	29,629,169
*1917	52,312,044
*1918	60,243,429

*Calendar Year.

Chartered Banks

Year.	Paid-up Capital & Reserve.
1888	79,218,565
1898	91,197,340
1908	170,885,203
1918	225,508,222
1919	243,912,111

Year.	Total Bank Deposits by the Public in Canada.
1878	$71,900,195
1888	128,725,529
1898	248,752,085
1908	639,899,365
1918	1,669,597,617
1919	1,841,478,895

Amount of Life Insurance Policies in Force

Year, Dec. 31st.	Amount.
1878	$84,751,937
1888	211,761,583
1898	368,523,985
1908	719,513,913
1918	1,785,061,273
1919 (unrevised)	2,187,833,396

Amount of Fire Insurance Policies in Force

Year, Dec. 31st.	Amount.
1878	$409,899,701
1888	650,735,059
1889	895,394,107
1908	1,700,708,263
1918	4,523,514,841
1919 (unrevised)	4,904,396,461

Since 1878 the composition of our population has changed. Then the great majority of the people were engaged in farming, lumbering and fishing. There was comparatively little business activity, and those who could not be employed in the above industries were forced to emigrate, with the result that some millions of Canadians are living in the United States to-day who would never have left Canada if opportunities for employment had been available. After 1878 the industrial system of Canada began to develop, until to-day it directly supports 2,000,000 Canadians, and, in addition, yields indirect opportunities to several millions more.

Transportation

In 1879, the year after the adoption of the National Policy, there were only 6,484 miles of steam railways in Canada. A glance at the following table will show a great increase in the mileage, in the amount of freight carried, and gross earnings:—

	1879.	1889.	1899.	1909.	1919.
Miles in operation	6,484	12,628	17,141	24,104	38,896
Tons of freight	8,348,310	17,928,626	31,211,753	66,842,258	116,699,572
Gross earnings	$19,925,066	$42,149,615	$62,243,784	$145,056,336	$382,976,901

As might have been expected, the colonization of Canada moved from east to west, and one of the most active agents of colonization was the railway. The transcontinental roads were the links which connected the various provinces, and has since held them together. Our entire transportation system has been constructed on the east and west principle; first to develop and serve new territories, and second, as a link in the Imperial chain which binds together the various countries of the British Empire.

The railways opposed the reciprocity agreement of 1911 with the United States on the ground that such an agreement would build up north and south traffic at the expense of east and west traffic, and would depreciate the value of the huge investments in our transportation systems.

Some of the greatest men in Canada have been intimately connected with transportation, especially with railway building. If they believed that free trade between the United States and Canada would increase the prosperity of their railways, surely they would advocate it. The fact that they oppose it, shows that they consider that the transportation systems of Canada would suffer accordingly as the Customs Tariff is lowered.

This is even a more important question than it was in 1911, because the Government now owns two out of the three transcontinental railways, and will have to pay deficits out of general taxation.

The organization of the Canadian Government Merchant Marine marks a new period in the history of the country's development. The first vessel was commenced in May, 1919, and by the end of the year, twenty-two ships ordered by the Government were completed. It is expected that by the end of 1920, sixty ships will be in commission. These ships were built in Canadian shipyards, largely from Canadian material, and by Canadian

workmen. The outfitting of these vessels is done in Canadian ports and with Canadian goods. They are manned chiefly by Canadian seamen, and are now carrying Canadian goods abroad.

British and Foreign Capital Invested in Canada.

One of the most remarkable developments attributable directly to the adoption of the protective system in Canada, is the investment of British and foreign capital in this country. At the present time there are over 600 branches of United States' factories in Canada, employing about 87,000 people and representing invested capital of about $400,000,000. While a few of these concerns might have come to Canada if there had been free trade, it is an absolute fact that the great majority came to Canada because the Canadian customs tariff stood as a partial barrier to the importation of products manufactured by the parent concerns in the United States. Although the number of branches of British factories established in Canada is small in comparison with the number of United States' branches, as against this, according to Sir George Paish's estimate in 1911, the sum of $1,860,000,000 of British capital was invested in Canada at that time, a considerable proportion of which was invested in manufacturing enterprises.

Growth of Canadian Agriculture

The Canada Year Book of 1918, published by the Dominion Bureau of Statistics, Trade and Commerce Department, gives interesting statistics in regard to Canadian agriculture. On page 219 of this volume, the following extract appears:—

"If to the estimated value of agricultural production in 1917, viz., $1,621,028,000, be added for land, $2,792,229,000; for buildings, $927,548,000; for implements, $387,079,000; and for live stock, $1,102,261,000, the total estimated agricultural wealth of the Dominion of Canada for 1917 amounts to $6,830,145,000."

That was Canada's agricultural capital in 1917.

While the above statistics give us, as far as statistics are capable of giving, a glowing picture of the prosperity of agriculture in Canada, it is probably safer, for comparative purposes, to rely upon general impressions which a traveller receives in passing through other countries. A traveller visiting the agricultural districts of the United States and Canada would probably conclude that they are fairly equal in prosperity and advancement. Contrasting the agricultural development of Canada and the United States with that of Europe, the balance would lie heavily in favor of this continent. Not only is the average prosperity of each family greater, but the standard of education and of living is very considerably higher.

Realizing the importance of agriculture, the Dominion and Provincial Governments have given special attention to this basic industry.

Under the Agricultural Instruction Act, large appropriations are annually paid by the Dominion Government to each of the Provincial Governments of Canada for the encouragement of agriculture "through education, instruction and demonstration carried on along lines well devised and of a continuous nature," and "for the purposes of assisting in the work of veterinary colleges established in the provinces."

Dominion Experimental Farms and Stations have been established throughout Canada, 24 in number, divided among the provinces as follows: Three in Ontario, one in Prince Edward Island, two in Nova Scotia, one in New Brunswick, six in Quebec, two in Manitoba, three in Saskatchewan, two in Alberta, and four in British Columbia. In addition, there have been established eight sub-stations in Western Canada, and experimental work has been carried on, on fourteen farms in Saskatchewan, thirteen in Alberta, and thirteen in Quebec, under the supervision of the Dominion Government authorities.

Under the Canada Grain Act, 1912, the Dominion Government has power itself to erect and operate terminal grain elevators. Five such elevators are already in operation, situated at Port Arthur, Saskatoon, Moosejaw, Calgary and Vancouver. In addition to the expenditures of the Dominion Government, all the Provincial Governments spend large sums annually on agricultural development.

In every province legislation has been enacted to enable the farmer to buy his farm, buy farm implements, seed grain, and erect new buildings, without having any considerable sum of capital.

Of recent years the money appropriated for railway extension has been spent almost entirely with the intention of providing better facilities for the agricultural communities, and possibly no commodity carried by the railways of Canada enjoys a better rate than farm grains.

All these measures are sound, and consistent with the doctrine of protection, because they are designed to stimulate and safeguard the great basic industry of agriculture.

Replies to Free Trade Arguments

Objection may be taken to this general statement in support of protection and in opposition to free trade, on the ground that there are comparatively few free traders in Canada, and that free trade is not a practical issue. There are, no doubt, many who advocate free trade when they are in some parts of the country, and who say that they do not want to abolish the tariff entirely when they are in other parts of the country. But the fiscal policy of Canada must be governed either by the policy of protection or the policy of free trade. There is no middle ground, because these opposite policies cannot be reconciled. Moreover, one thing is clear. Free trade arguments are being used to-day as the spear head of the attack against the protective system in Canada. It may be that many who use the free trade arguments do not believe in them, and are merely trying to create a diversion from which they may profit. But, since these free trade arguments are being used to attack the National Policy, it is necessary to show why they cannot be applied profitably to Canada.

One of the chief free trade arguments is to belittle the

value of the home market, especially to farmers. It is stated that Canadian farmers sell their produce in an open market, where the prices are fixed by international competition, and that they buy what they need in Canada, which is described as a closed market. For 1919 the gross value of the agricultural production of Canada has been officially estimated at $1,975,841,000. Exports of unmanufactured farm produce were valued at approximately $315,000,000, or, if butter and cheese be included, at a little over $361,000,000. In other words only between 16 and 18.5 per cent. of all the produce of Canadian farms was exported in the unmanufactured state, while between 81.5 and 84 per cent. was marketed in Canada.

The home market under normal conditions is a constant market. In a country where the population is steadily increasing it is a growing market. The foreign market or open market is an uncertain market. It may be lost entirely through war. It may be restricted through unfriendly legislation or economic causes.

During the present war, thanks to British supremacy on the seas, the foreign market was greatly enlarged for Canadian agriculture. Europe wanted everything Canada could grow, but if the supremacy of the seas had been in the hands of the enemy, the market for Canadian farm produce in Europe would have disappeared. As a matter of fact, the market for Australian and New Zealand farm produce was greatly diminished, owing to the scarcity of ships to carry produce from New Zealand and Australia to Europe. When shipping was scarce, Canada got the preference because ships could be sent more quickly and safely to Canada than to New Zealand and Australia.

Another example of the destruction of markets by war conditions is afforded by Russia. When the Germans and Turks closed the Dardanelles, Russian wheat stopped coming to the Allies.

An example of the home market being lost by legislation occurred in Canada when the United States advanced the duty on Canadian barley, with the result that the price of barley in Canada dropped over night 20 cents to 30 cents per bushel.

Another example of tariff legislation was shown by Germany when she put an extra tax on Canadian wheat. Foreign nations have absolute control of their own tariffs; they can exclude Canadian produce at any time; and examples are numerous of such action having been taken unexpectedly and arbitrarily.

Foreign markets may be lost or restricted through gradual economic changes. Before the war occurred, Great Britain depended largely on outside countries for their food stuffs. The submarine menace, however, taught them a stern lesson. Never again will they depend to so great a degree on other countries for their food. They have determined to increase their agricultural production, and most effective steps are now being taken to attain this object. It follows, therefore, that if Great Britain grows more at home, she will import less from Canada. The same lesson has been learned, although the necessity has not been so great, by other European countries, who had relied on North and South America for the greater supply of their food. It is natural that the argument about selling in foreign markets and buying in protected markets should be most strongly urged in Western Canada, where grain is grown for export. But the conditions of agriculture are changing very rapidly in Canada. Not so many years ago wheat was the principal source of farm revenue in Ontario. What is the case now?

The following figures from the Canada Year Book, 1919, show how the farmers of Ontario made their money for that year:—

Field crops	$373,507,000
Farm live stock	384,266 000
Tobacco	5,561,730
Creamery butter (1918)	13,136,470
Cheese (1918)	23,213,520
	$799 684,720

The value of all kinds of wheat grown in Ontario in 1919 was $40,701,000. Consequently wheat only represented about 5 per cent. of the total value of Ontario farm produce.

Roughly speaking, a new country starts growing wheat and gradually develops into mixed farming, and the progress of the Prairie Provinces away from the wheat-growing stage to the mixed farming stage has already reached extensive proportions.

The increase in farm live stock in the Prairie Provinces is set forth in Table 18, page 195 of the Canada Year Book, 1918.

	1911.	1916.	Increase.	Increase Per Cent.
Prairie Provinces:				
Horses	1,194.995	1,848,812	653.817	54
Milch cows	484,145	820,583	336,438	69
Other cattle	1,324,786	1,956,286	631,500	47
Total cattle	1,808,931	2,776,869	967,938	53
Sheep	285,130	495.689	210,559	73
Swine	712,222	1,362,046	649,824	91
Poultry	8,432,423	10,395,705	1,963,282	23

The growth of industry in Manitoba, Saskatchewan, and Alberta is also extraordinary. In 1900 the value of goods manufactured in these three provinces was a negligible quantity. For the present year a very conservative estimate would place the value of the goods manufactured in the three Prairie Provinces at $300,000,000. In 1900 there was not a single member of the Canadian Manufacturers' Association located west of the Great Lakes. At the present time there are seven hundred—five hundred of these in the Provinces of Manitoba, Saskatchewan and Alberta. In fact, Western Canada is becoming rapidly industrialized—the industries which have made the greatest strides being milling, packing, steel and iron, clothing, textiles, building and paper.

The Canadian home market that absorbs 80 per cent. of farm produce is the population of the cities, towns and villages. Analyze city, town and village, and it will be found that a considerable part of the activities of their inhabitants has its origin and existence in the factories. Manufacturing is the life blood of wholesale and retail trade, transportation, professional practice, and commer-

cial enterprises. Business clusters around the factory. Close or restrict the factory and business dwindles and the home market declines.

Another free trade argument is that under the protective system industry is developed at the expense of agriculture. It is submitted that the information and statistics set forth previously disprove this contention so far as Canada is concerned.

The average value of occupied farm land in Canada increased from $38 per acre in 1910, to $52 per acre in 1919.

Taking the Canada Year Book's estimate of the agricultural capital of Canada in 1917 of $6,830,145,000, and dividing this sum by the number of farms in Canada, given by Government statistics as 730,000, we find that the average capital per farm was $9,356. Moreover, our industrial development has not caused any undue depopulation of the rural areas. In 1911, the rural population of Canada was 54.47% of the total population. This is a marked contrast to Great Britain where the rural population was 49.8% of the whole when free trade was adopted in 1846, and had fallen to 21.9% in 1913.

It is also argued that, as Canadian manufacturers during the war produced munitions which compared favorably with those produced by other countries, they do not need protection now. This argument ignores the extraordinary conditions governing the munition industry. There was no competition. The price of munitions was fixed and calculated to yield a reasonable margin of profit where the business was efficiently conducted. The work was done to standard specifications. No selling force was required because the market took all the supply. More important still, Canadian manufacturers secured the opportunity to manufacture in large quantities. That is the pressing need today, and the home market is necessary to supply it.

It is also argued that protection causes combines.

Free trade England was the home of the world's greatest trade organizations; and the resolutions of Committees mentioned previously indicate a desire that greater facilities be provided in England for trade combination. Proper types of trade organizations produce greater efficiency, better quality and lower prices. Improper organizations can be prosecuted under existing laws. In any case, industrial combination has not reached undue proportion to date in Canada. The census places the number of manufacturing establishments at about 35,000, although this includes concerns which can scarcely be called factories. As the number of factory employees is estimated at about 700,000, the average number of employees per industrial establishment in Canada is about twenty.

A more serious charge is that Canadian manufacturers take undue advantage of the tariff, for example, by adding freight and duty to selling price of competing products in fixing their own selling prices. We do not defend such practice, but we submit that specific charges should be made against the offenders rather than general statements against all manufacturers, or against the protective system.

We beg to draw attention to an unfair method of attacking manufacturers, and through them, the protective system. A few manufacturers who have enjoyed marked prosperity are singled out. They are attacked in a sensational manner in the press and on the platform. Their profits for particularly successful years are advertized. Their financial statements are analyzed unfairly. No attempt is made to average the lean years with the good years. No tribute is admitted to efficiency, economical management, or unusual business ability. These outstanding examples of prosperity are held up to the public as a general condition of entire industries.

This method of argument is as unfair as it would be to hold up some phenomenal case of profitable farming, or a lucky strike in mining as an example of how agriculture or mining pays generally.

Let us consider how this is applied to the shoe manufacturing industry. Two or three of the most successful firms may be pilloried, in the hope, perhaps, that the public will conclude that their success was characteristic of all. A recent survey of the shoe manufacturing industry shows, first, that a very considerable number of firms have tried to succeed in this industry but have become bankrupt, and, second, that the average return on the capital invested in the shoe industry was 5.29 per cent. per annum. Dunn's estimate of failures of Canadian manufacturing firms for the last ten-year period is as follows:—

Year.	No. of Failures of Mfg. Firms.
1918	232
1917	261
1916	363
1915	655
1914	614
1913	452
1912	323
1911	321
1910	292
1909	354
1908	426

This is the other side of the story.

Where Will the Revenue Come From?

It is sometimes argued that the customs tariff is not a proper instrument to raise revenue. 43.5% of the total revenue of the Dominion Government was produced by the Canadian customs tariff in the fiscal year ending March 31st, 1920. In the fiscal year ending March 31st, 1921, the Minister of Finance estimates that the tariff will produce 43.8% of the total revenue. Leaving out items for demobilization and for investment and capital outlays, the balance sheet of the Dominion of Canada for the year ending March 31st, 1920, reads as follows:—

Total revenue	$388,000,000
Total ordinary expenditure	349,000,000
Surplus	$39,000,000

Suppose that we had had free trade and consequently no revenue from the tariff. Subtract the $169,000,000 produced by the tariff last year, and the above surplus

becomes a deficit of $130,000,000. The balance sheet would have read as follows:—

Total expenditure	$349,000,000
Total revenue	219,000,000
Deficit	$130,000,000

But the balance sheet leaves out items for investment and capital outlays. It is quite reasonable to omit these in presenting a balance sheet showing ordinary revenue and expenditures, but the actual balance sheet for the year ending March 31st, 1920, if Canada is to pay as she goes, should read as follows:—

Consolidated fund ordinary expenditure	$349,000,000
Investment and capital outlays	187,856,991
Total	536,856,991
Revenue	388,000,000
Deficit	$148,856,991

Assume that we had free trade and did not secure the customs revenue of $169,000,000. In that case, the deficit would have been $317,856,991.

For the year ending March 31st, 1921, the Minister of Finance, in his budget speech, estimated that the balance sheet will be:—

Estimated expenditure (including capital outlay)	$549,649,428
Estimated revenue	381,000,000
Estimated deficit	$168,649,428

Adopt free trade, lose the customs revenue, which he estimated at $167,000,000, and the deficit will be $335,649,428.

Those who would abolish the Canadian customs tariff and thus lose the revenue which it produces, suggest that this revenue should be replaced by the imposition of the following taxes—a direct tax on unimproved land values and natural resources, increased taxation on personal incomes, increased inheritance taxes, and increased taxation on corporations. As to taxing unearned increment as such, no objection is offered, but it must be remembered that vacant land now pays taxes to the municipalities and in some provinces additional taxes to the provincial government. In fact, much vacant land has been given up by the owners in preference to paying the taxes now imposed. Single tax has not stood the strain of financial depressions. Income taxes are now paid by individuals to the municipalities and also to the Dominion Government. Inheritance taxes are now imposed by all the provinces. Corporations are taxed as persons by municipal governments, provincial governments, and the Dominion Government. and also pay special taxes to every province for the privilege of being corporations. It is submitted that the suggested forms of direct taxation, while capable of some extension, cannot produce in one year the huge sum of $335,000,000 (or almost the entire present revenue of Canada).

The fact that the per capita amount of revenue raised by the tariff is greater in Canada than in the United States is often used as an argument that the Canadian tariff is too high. The explanation of the fact is simple. The United States imposes a high tariff on imports which compete with domestic products. But, because the United States has built up home industry by constantly adhering to the protective principle for 131 years, comparatively little is imported. Consequently, the amount of duty collected is smaller per capita than in Canada, not because the United States duties are lower, but because the volume of imports if comparatively much smaller.

Why Canada Needs Protection Against the United States

The overwhelming commercial weight of the United States, coupled with our geographical position in relation to that country, must be considered in framing all trade legislation affecting Canada's national growth and development. That country, with a population of 105,000,000 buys from this country of 8,000,000 people only about one-half the value of the goods which it sells us. Our exports to the United States and imports from the United States each year since 1907 follow:—

Value of Imports from United States

Fiscal year.	Amount.
1907 (9 months)	$155,943,029
1908	210,652,825
1909	180,026,550
1910	223,501,809
1911	284,934,739
1912	356,354,478
1913	441,141,562
1914	410,786,091
1915	428,616,927
1916	398,693,720
1917	677,631,616
1918	791,906,125
1919	746,920,654
1920	802,096,817

Value of Exports to United States

Fiscal year.	Amount.
1907 (9 months)	$79,021,480
1908	113,520,500
1909	92,604,357
1910	113,150,778
1911	119,396,801
1912	120,534,634
1913	167,110,382
1914	200,459,373
1915	215,409,326
1916	320,225,080
1917	486,870,690
1918	441,390,920
1919	477,745,659
1920	464,029,273

Last year, each inhabitant of the United States bought $4.41 worth of Canadian goods, while each Canadian bought $100.26 worth of United States goods. Significant also is the fact that our purchases from the United States were largely in manufactured goods while their purchases from Canada were chiefly raw material. It is not surprising that the rate of exchange is against Canada and that our money is at a heavy discount in the United States. This is the situation with a Canadian tariff. What would it be if the tariff were abolished?

The United States, even under the present customs tariff, which represents the policy of the United States low tariff political party, still highly protects those industries which need such protection as a safeguard for development: and we must not forget that even those manufactured

articles which now enter the United States free of duty will probably be protected if the Republican Party is returned to power. Consequently, few Canadian industries can afford to make investments based on the possibility of access to the United States markets. All investments in Canadian industries must be made principally for east and west trade within the Dominion, and export trade with other British Dominions which favor British products with tariff preferences.

The United States, under present conditions, is the competitor of Canada in international trade. Practically every staple product exported by Canada is also exported in much greater quantities by the United States. It is true that the United States is now manufacturing articles which we do not manufacture in Canada; but there are few articles which the United States makes that Canada cannot also make in time.

At present, Canada is under certain disadvantages in manufacturing in competition with the United States. In the first place, the United States has maintained a protective tariff since 1789. Factories sprang up and attracted immigration and capital. This in turn created a home market for farmers. City and country grew together. Capitalists who wished to invest their money in the United States knew that the country was committed to a stable and permanent policy of protection. Our policy has been very different. We did not adopt anything approaching a protective tariff until 1878, or 89 years after protection had been adopted in the United States. Even since 1878, we have had only moderate protection, and we have never been very sure that we would have any protection at all, owing to political agitation and free trade propaganda.

In competing with the United States industrially, we are immediately faced with the disadvantage of confronting a much older, stronger, wealthier, and more firmly established industrial system. It has immense reservoirs of capital which can be applied to enterprises. If a new process is wanted, they can afford to experiment, and if necessary, spend large sums of money in tests until they get what they need. Then they can build huge plants, advertise their products, and endure until a market has been created.

The transportation systems of the United States are on the whole, more firmly established than those of Canada. Individual comparisons between certain railroads will, perhaps, be to our advantage, but on the whole, their transportation system is the older and is better connected with their industrial fabric.

The United States customs regulations also operate to the disadvantage of Canadian exporters, who are embarrased by the lack of facilities in the United States for the transaction of customs business. On the other hand, in Canada we have customs and ports of entries in interior towns and the road is made easy for the American manufacturer to sell and distribute his goods in Canada.

The United States has also greater labor reserves than there are in Canada. That country has been advertised throughout Europe as the land of liberty and opportunity; and immigrants have flocked there in millions, thus assuring their manufacturers of a stable and satisfactory volume of labor.

Probably the greatest advantage the United States has possessed over Canada is large scale production. The United States manufacturers are making goods for a protected home market of 105,000,000. Canadian manufacturers are making goods for a home market of 8,000,000.

The United States manufacturers serve the highly concentrated market which results from a huge population. Although the area of Canada is slightly greater than the area of the United States, including Alaska, the population of the United States is over twelve times as great as that of Canada. The result is that the United States manufacturer has his market at his door and saves money on transportation costs. Were it not for the Canadian tariff, United States manufacturers, secure in their own home market, could control ours, flood Canada with surplus goods until Canadian manufacturers were eliminated and then fix what prices they wished.

All these advantages in favor of the United States manufacturers make a handicap which is seriously felt by Canadian manufacturers, even with the aid of the protection which they now receive.

Briefly, we cannot manufacture extensively in Canada at the present age and stage of our industries, unless these industries are given protection against the industries of the United States. We have two choices. We can abolish our tariff and allow the United States to manufacture for us, while we produce raw materials for them, or we can persevere in our determination that Canada shall continue to develop as a manufacturing country as well as an agricultural country.

Most of the advantages possessed by the manufacturers of the United States over Canadian manufacturers are temporary and in time will disappear. There are people who say we cannot fight geography, overlooking the fact that geography has very little to do with nationality To secure proof of this statement one has only to consider the various countries of South America, mostly of Spanish origin and contiguous in territory, yet separate in nationality; or Europe, where various races are split up into numerous countries, bound together as units by the principle of nationality.

In Europe, there is a well-known phrase "peaceful pentration." Translated, this means the domination of a small country by a big country. The small country, it is true, often keeps the forms of national independence after freedom has departed, and remains bound in fetters of financial and commercial subservience.

The ablest men in the United States have been under no delusion as to the ultimate results of free trade between the United States and Canada. During the reciprocity campaign of 1911, Ex-President Taft and the late Ex-President Roosevelt were agreed that reciprocity would be a good thing for the United States. They wrote confidential letters to each other on the subject; then came the quarrel over the nomination for the Presidency, and the

correspondence was published by Ex-President Taft, on the 25th of April, 1912, at Boston, Mass.

In a letter from Ex-President Taft, to the late Ex-President Roosevelt, the following extract occurs:—

"The amount of Canadian products we would take would produce a current of business between Western Canada and the United States that would make Canada only an adjunct of the United States. It would transfer all their important business to Chicago and New York, with their bank credits and everything else, and it would increase greatly the demand of Canada for our manufactures. I see this is the argument made against reciprocity in Canada, and I think it is a good one."

In his reply, the late Ex-President Roosevelt stated:—

"It seems to me what you purpose to do with Canada is admirable from every standpoint. I firmly believe in free trade with Canada for both economic and political reasons."

Those who do not believe Canadians when they point out the dangers that free trade or a lowering of the tariff would bring to Canada, will, perhaps, believe such men as Ex-President Taft and the late Ex-President Roosevelt.

The above references to the United States are made in a friendly spirit. A certain amount of trade between the two countries is necessary and most desirable. But the people of the United States will appreciate the natural desire of Canadians to promote their own national development, while maintaining with the United States the most cordial relations.

Conservation

For some years the Commission of Conservation has issued repeated warnings that the natural resources of this country are not nearly so great as the popular imagination has conceived. We have been warned that we must conserve and that we must replenish. We cannot continue to take all from nature and to give nothing in return. Still, Canada is one of the few civilized countries in the world that has any considerable natural resources left. The important question is, what are we going to do with them? There are two courses we can pursue. We can plunder these resources and ship the raw or partly finished products out of the country to other countries, which will take these materials, manufacture them and sell them back to us in the shape of finished articles at greatly enhanced prices. The other course is to conserve, to manufacture in Canada not only the preliminary processes, but also the succeeding processes and export the products in a finished state. Under the first plan, for example, we would export our timber. Under the second plan we would manufacture it into highly finished products for domestic and foreign consumption. Under the first plan we could export our ores from the mines at low prices. Under the second plan we could advance these ores through all the stages of manufacture to the final stage, and get proportionate returns. Under the first plan only a limited amount of rough labour would be necessary. Most of the business connected with the processes of further manufacture, affecting banking, transportation and insurance, would go to enrich other countries, and part of our own population would be forced to emigrate in search of employment. Under the second plan we would carry these processes of manufacturing to the highest stage here, providing employment and creating business. The first plan is free trade. The second plan is protection.

Preferential Tariffs Within the British Empire

It is desirable to emphasize the advisability of establishing customs preferences among all the countries of the British Empire.

In June, 1919, the 5 per cent. war tariff, which has applied since early in 1915, against imported goods produced in British countries was completely removed by Parliament. This 5 per cent. war tariff on British goods was a war-time measure and its removal followed quickly after the termination of hostilities.

The British tariff preferences and exchange conditions unite to encourage importations into Canada from the United Kingdom. Their shipments to us for January, February and March, 1920, respectively, were in each month greater in value than in any previous month in the past history of this Dominion. For over twenty-three years the customs tariff of this Dominion has provided substantial preferences to the products of British countries —averaging one-third lower than the customs duties payable on similar goods of foreign production. Canada was the first British country to adopt the preferential tariff principle. The benefits of this pioneer work will not reach full achievement until the policy is generally adopted throughout the British Dominions. New Zealand is the only country so far that has reciprocated fully the spirit of the Canadian preferential tariff system. British South Africa and certain of the smaller British West Indies have granted minor preferences on a limited list of British products. But the desire to develop and maintain the national ties between British Dominions now seems to be tending surely toward the general adoption of preferential tariffs for British goods. The United Kingdom, in respect to her dutiable schedules, has extended tariff preferences to the products of the British Overseas Dominions, effective September 1st, 1919. The South African Government has announced that its tariff will be revised upward, and recent despatches state that there will be a wider margin of tariff preference for the products of British countries. In announcing the recent tariff changes in the Australian Commonwealth Parliament, the Minister of Customs stated that his Government was taking power to extend the Australian tariff preferences to British Overseas Dominions; and now Jamaica, Ceylon, British Honduras, British India and Malta, which never before expressed encouragement toward the principle of tariff preferences, are engaged upon the study of their schedules with the aim of extending preferences to the products of other British Overseas Dominions.

On the whole, prospects seem bright for the general extension of British preferential tariff systems through-

out British countries. Such an arrangement amongst British Overseas Dominions would correspond with the policy followed between the United States and United States overseas countries, including Cuba. A similar policy is followed toward their respective possessions by France and Italy, and was followed by Germany.

Tariff preferences would overcome the handicaps upon the exports of Canadian products. Import duties as collected in Australia apply upon higher values, in many instances, in respect to shipments from Canada, than upon like shipments from the United States. The tariff of Australia consists largely of percentage duties. These duties are assessed upon the value of imported goods as sold for home consumption at the time and place whence shipment is made directly to Australia, plus freight thence to the port of exit from the exporting country, and the whole plus ten per cent. New Zealand appraises importations similarly for duty purposes. South Africa appraises importations on the same basis, but without adding the ten per cent. The home selling price in Canada is higher on a large number of groups of commodities than the United States home selling price on like goods, caused by our higher manufacturing costs, owing to revenue duties on imported materials, equipment and supplies of a kind not obtainable here. Thus, goods shipped from Canada into such British Overseas Dominions, are assessed duty on a higher valuation than would apply on like goods shipped thereto from the United States. This results in a larger sum in duties being payable on the same goods shipped from Canada than would be payable on the same goods shipped from the United States. But, as already stated, tariff preferences would overcome these handicaps, while allowing each great British State to build up its own self-supporting fiscal system.

Canadian Factories in the War

Shortly after the beginning of the war the Canadian factory system was practically put on a war basis, and munition making was organized. How Canadian factories succeeded in war manufacturing is illustrated by the following statement from the report issued by the War Cabinet and presented to the Imperial Government. "The manufacturing resources of Canada have been mobilized for war production almost as completely as those of the British Isles." Munition work was done chiefly under the control of the Imperial Munitions Board—which placed orders in Canada amounting to $1,200,000,000. At the peak of operations between 250,000 and 275,000 workers were employed in making munitions including shells, parts, 64 wooden ships, 44 steel ships and 3,000 aeroplanes. At the same time Canadian factories largely supplied the Canadian people at home and the Canadian army abroad. About half the Canadian army came from the factories and half returned to the factories on demobilization. If we had not built up a factory system and allied business, if our manufacturing and business had been done for us largely by other countries; then Canada could not have sent as many men to the war, could not have supplied shells, ships and aeroplanes, could not have given large financial aid, and could not have absorbed her demobilized soldiers.

Conclusion

In the course of this statement an effort has been made to show that manufacturing in Canada is inseparably connected with other industries; that two million wage-earners and dependents secure their living through manufacturing, and that the most of the remainder of the population derive indirect benefits; that this country as a whole has made remarkable progress under the National Policy of protection; that, with the entire world swinging towards protection, Canada cannot relinquish it; that the revision of the tariff should be scientific and take into consideration the requirements of all classes, that a stable fiscal policy of protection with some assurance of permanence is a vital need; and, finally, that the aim of the fiscal policy, determined as a result of this tariff enquiry, should be to advance Canada towards her destiny as a fully developed nation within the British Empire.

Industrial Progress in British Columbia

By H. DALTON
Secretary, B. C. Division, C. M. A.

THE inauguration of a regular steamship service from Vancouver to India paves the way for establishing big cotton industries in British Columbia, which would manufacture Inlian raw cotton into manufactured products for the market of British Columbia, Alberta, Saskatchewan and Manitoba. At the present time these Western Canada markets are supplied by the manufacturers in Ontario, Quebec and New England.

Heretofore the establishment of cotton manufacturing industries west of the Rockies has never been considered feasible because of the large rail haul necessary for carrying the raw cotton from the Southern States. There has never been a regular service to India, and because of this, the cotton movement between India and Canada has been almost nil.

In the cotton movement from India to Vancouver over the proposed Canadian Mercantile Marine Service, there will be no transhipment necessary, but only one direct steamer haul from the port in India to Vancouver. This direct haul without the necessity for transhipment by rail means the minimum freight charges. Thus to Vancouver is afforded the opportunity to establish large cotton manufacturing industries.

With an annual cotton crop exceeding 8,500,000 bales, British India is the second largest cotton producing country in the world, being exceeded only by the United States. India could continually supply the raw product for British Columbia factories, and the cotton movement thus started would prove an important factor in the maintenance of the new service from India to Vancouver.

The annual cotton trade of British Columbia, Alberta, Saskatchewan and Manitoba, is estimated to be worth around

$50,000,000. Of this consumption of cotton goods in the four provinces, at least fifty per cent. comes from Ontario and Quebec, and the balance from the United States, with a little from England. Cotton mixtures have largely replaced Old Country woollens in both men's and women's clothing, and the consumption of cotton is annually increasing. The cotton seeds used every year in the four western provinces of Canada would easily maintain industries with a production exceeding $50.000,000, and the annual pay-roll of such industries would be around $10,000,000. This would provide employment for 10,000 hands. This is based on the usual industrial percentage, which allows a pay-roll of approximately a third of the value of the production. The value of the cotton production is based on the population of the four provinces and the Canadian cotton trade.

The new Vancouver-India service is to be a regular service. This means that cotton mills established in British Columbia would have no difficulty in keeping their industries supplied with raw cotton. Cotton in India is usually quoted lower than cotton in the Southern States because the latter market is largely controlled by a cotton combine. With the price in India considered and the all-water route to Vancouver, there is no doubt that cotton mills in British Columbia could very easily compete with the cotton mills of Eastern Canada in supplying the trade of the four western provinces.

Granby Coke Oven By-Products.

The coking ovens installed at Anyox by the Granby Consolidated Mining & Smelting Company for handling Cassidy coal, have proved a big success. From 420 tons a day of this coal there are being produced 300 tons of metallurgical coke, while the by-products recovered include 5,000 gallons of coal tar, 800 gallons of motor fuel and 5 tons of ammonium sulphate daily. At the present price of motor fuel the value of this daily production will be recognized.

The coal tar is shipped to a Vancouver company for the manufacture of creosote, while the ammonium sulphate is available for the production of artificial fertilizer, or the preparation of other ammonium salts for industrial uses. The present rate of consumption of Cassidy coal, namely, 420 tons daily, is the capacity of the ovens, while the percentage of recovery of by-products is very high, and proves beyond doubt the suitability of Cassidy coal for treatment in the Anyox ovens.

The information regarding the operations of the Company's coking plant was obtained from H. S. Munroe, the new general manager of the Granby Company, who has just arrived from his first trip of inspection of the Company's smelter at Anyox.

New Lumber Industry at Wattsburg, B.C.

A new company known as the B.C. Lumber Mills, Limited, will shortly commence construction of a huge lumber mill at Wattsburg, B.C.; W. A. Wilson, of Warsaw, Wis., is president of the company, which is backed entirely by American capital. Purchases of plant, machinery and equipment for construction of the mill are already on order, and boilers for the plant will be supplied by a company in Winnipeg. The company has acquired extensive timber limits in the Cranbrook district, and proposes to establish one of the largest mills in the province. Two portable mills have already been put in to cut lumber for the flumes required to bring the logs to the mill. Construction on the mill itself will commence in the near future and be in operation by the spring of 1921.

Labor Loyalty Week in B.C.

International Labor celebrated Labor Day by inaugurating a campaign in their ranks known as Labor Loyalty Week, during which it was the duty of each member of International Labor to ask and demand a union label on all purchases of merchandise; demand being made first for "goods made in Vancouver," and failing that "the union label of Canadian manufacture." The extension of this movement to other districts would have a marked effect in promoting the "made in Canada" movement.

Canning Factory for Kamloops, B.C.

A syndicate of Kamloops business men have purchased the processing plant of the Walhachin-Anglesey Canners, Limited, at Anglesey, on the Canadian National Railways near Walhachin, and will move the entire equipment to Kamloops. The canning equipment is chiefly for the processing of tomatoes, and will be installed in that city this year. It has a capacity of approximately 3,500 tins of tomatoes daily, working one shift, and if sufficient tomatoes can be obtained this season it is the intention to put up about 100,000 tins.

Boys' and Girls' Clubs in Manitoba*

By MARGARET REID
University of Manitoba

IN the 1919 Annual Report of the Agricultural Extension Service, it is stated that $14,500 were spent in grants to Boys' and Girls' Clubs. A disinterested party might pause to wonder what work the clubs were doing that justified such an expenditure. A club worker would read in such a report a broadening interest in club work and a fuller life for each boy and girl in Manitoba. He would read in it better homes and better farms for the coming generations; a fuller and more useful national life for our farm boys and girls.

Even Manitoba with its unlimited farming opportunity has been affected by the city-ward trend, which has been drawing many of our best boys and girls into city life. Boys' and Girls' Club work is an organized and definite form of extension work in agriculture and home economics. It is a movement designed to offer vocational training in the business of agriculture and home making. It is designed to teach the boys and girls to appreciate country life and to perform those tasks which country life presents in the most efficient manner. Through these clubs farm boys and girls become interested in the solution of farm problems. So by the influence of the clubs there will be established a broader and more satisfying country life.

At present in Manitoba there are 233 central clubs, 1500 branch clubs, with 31,000 members. This organization was not launched full grown into the Province, but is the result of a steady growth. The first clubs to be established in Canada were organized at Stonewall and Roland, nine years ago. Neepawa, Manitou, Morris and Starbuck soon followed with similar organizations. In 1913 there were 460 members;

*This article is an INDUSTRIAL CANADA prize essay.

in 1919 there were 31,000. New Boys' and Girls' Clubs are being organized each week and will continue to be until the organization reaches every boy and girl throughout the province.

The Boys' and Girls' Clubs have spread rapidly because they have operated through an already established organization, the public schools of Manitoba. The Manitoba plan recognizes the School Inspector as the natural leader in his division, and the territory covered by him is taken as the unit for organization purposes. This links the clubs up with the Department of Education and the branch clubs are established in the schools.

The organization of the clubs is carried on by the Agricultural Extension Service. From this head office general supervision is given to all the clubs. The central and the branch clubs bring the work of clubs into definite contact with the boys and girls. The central club is usually located at the district marketing place. It forms the centre for the branch clubs which are established in every school. Each part of the organization has a definite part of the work to do and elective executive committees help to carry on the work.

The success of the Boys' and Girls' Clubs has in part been due to the support which they have received from almost every organization and body of people. The Department of Agriculture, through the Extension Service, Extension lecturers, Agricultural representatives, Home Economic instructors and the Agricultural College, helps carry on the work. The general public assist the clubs through their Agricultural Societies. Women's Institutes and the Grain Growers' Association. Individual business and professional men are frequently found as secretary-managers of clubs. The support which is given the clubs is prompt and steady because the clubs deal with our greatest national resource, the boys and girls of the Province.



The Minnedosa Demonstration Team

Irene Beddowe, Captain; Jean Rorke; and Lily Beddowe

The most important body of co-operators in club work are the boys and girls themselves. Every boy and girl between the ages of ten and eighteen years whether at home or in school is eligible for membership for that year. In 1919, 31,000 boys and girls were enrolled. It was to this force that the government paid $14,500 in grants for prizes in club contests.

But at any time it is unwise to try to measure the value of an organization in dollars and cents. We either greatly over-estimate or else depreciate its value. So, to understand fully the possibilities of the club and to appreciate its efforts one must know the aims of such an organization. The central aim of the club may be said to be two fold; first to make better boys and girls, and second to use the activities of the boys and girls to build up agriculture in our Province. The first is the main object and the second a means of attaining it.

To say that the main object of the club is to make better boys and girls is rather a broad statement. The January Boys' and Girls' Club Bulletin 1920 outlined the purpose of the club.

1. To stimulate thought, initiative and leadership.
2. To foster in young people a sense of responsibility.
3. To interest boys and girls in the possibilities of the home farm.
4. To help boys and girls achieve success in manly and womanly jobs through club projects or contests.
5. To encourage the right attitude toward work.
6. To arouse a spirit of loyalty to the school, the home the community, province and nation.
7. To vitalize and motivate as much of the academic work of school as possible, by correlating it with club work, and thus bring it more in touch with the vital interests of the pupils at their homes and in the community.
8. To provide a healthful, interesting means whereby the boys and girls are enabled to earn some money which they can actually claim as their own. The boy who has earned a dollar has a better conception of its worth than the one who has not had that opportunity.
9. So to organize the Club projects that their successful completion will be a demonstration of the best methods to follow in solving some of the farm problems.

The Club work is based upon specific projects or contests. The word project is being preferred to contest, because contest implies a race for a prize and does not necessarily mean that any educational benefit will be obtained. If a Club member takes up some project or undertaking it means that he sets out to accomplish a definite purpose and is more interested in the final result than he is in the prize.

In the Manitoba Boys' and Girls' Clubs there are fifteen projects. There are projects in live stock, cow testing, poultry raising, seed growing, gardening, sewing, cookery, canning, noxious weeds, farm mechanics and in various other lines. These are things with which every farm boy and girl comes in contact and in which they are vitally interested. Many of them are doing work along some of these lines. The establishing of a club unites the efforts of the boys and girls and brings interest and inspiration to those who are trying to carry on some line of work. There is strength in union and each member will be helped in any co-operative effort. The influence of the Club is stronger than that of individuals so each year more boys and girls come to take an interest in the problems of the home and the farm.

To carry through a project and to accomplish its aim require a great deal of effort and perseverance on the part of a Club member. It is in the doing of the task that the purpose of the Club is attained. If a boy or girl enter a live stock project and raise for exhibition a calf they come to learn many new facts and understand many things. They will come to discover, perhaps to their astonishment that calves may be classified in other ways than just by color; that some calves grow into dairy cattle and some into beef cattle.

This will open a new avenue of thought for most boys and it will be one which most of them will be eager to explore. Plenty of literature can easily be obtained and project leaders should see that any interested boy or girl is well supplied.

After discovering that different cattle are suited for different purposes, a boy will naturally want to know something of the demand for good beef and dairy cattle. This will be a further incentive in his work. In his study of the problem he will realize the importance of cattle to the farming industry of Manitoba and will come to see where he can better the farming conditions on his home farm.

A boy entering the calf raising project cares for the calf, feeds it, and tends it in every way. For this work he receives definite instructions, and he must keep an accurate record of the feedings and of the development of his calf. This in itself is a great training for any active boy. He learns to work to a plan, to apply information gained. It gives him a training in keeping business records. Moreover, the boy will develop a pride and joy in doing productive work, and will develop an interest in real business.

One of the rules of the calf-raising project is that the calf must be owned by the exhibitor. This is a very important clause to the boy. In Manitoba the parents have memories sufficiently long to recall the days when they were young and on a farm where there were so many living things around which, though they tended and watched them, belonged to dad. Ownership to any boy or girl puts joy and incentive into tending and caring for any animal or plant. One person, when asked why he had left the farm and his poor old dad, replied:

"I left my dad, 'twas wrong of course,
Because my colt became his horse.
I left my dad to sow and reap,
Because my lamb became his sheep.
I dropped the hoe and stuck the fork,
Because my pig became his pork.
The garden truck that I made grow,
Was his to sell but mine to hoe."

The Boys' and Girls' Club encourages ownership, for by it the natural instinct of the child is appealed to, and a greater training will thus be received through the project.

All live stock and gardening projects have in them the same possibilities for any child. In the care of pigs or sheep, in the raising of poultry or the tending of a garden, a child will receive the same training. In doing the work a child is accepting a certain responsibility and is acquiring the right attitude toward work. By the work the home farm becomes a more interesting place, and a closer relationship is established.

A new feature which is being introduced into the club, and one which bids fair to raise the standard of dairy cows in Manitoba, is the cow-testing project. Manitoba is rapidly coming to the front as a mixed farming province, and this seems to be a very opportune time to start this new work. Cow testing on the average Manitoba farm is almost unknown. It is a well-known fact that in nearly every herd of milch cows there are certain ones that do not pay for their keep let alone return a profit. Testing cows to determine the quantity of milk and butterfat they produce in a year aims to get after the cows which may be termed free boarders. For, in order that Manitoba may maintain a position as a dairy province, it is necessary that every cow on every farm return to her owner a fair margin of profit. With this in view the cow testing project has been introduced into the Boys' and Girls' Clubs. This work is being carried on under the supervision of the Extension Service in co-operation with the Dominion Dairy Branch and the Provincial Dairy Branch.

Members, undertaking the cow testing, plan to commence work as soon as their cows freshen. Although only two cows need be tested, it is better that the whole herd should be entered. If only two cows are selected the best and the poorest are taken for the sake of comparison. At definite intervals throughout each month the milk of the cows being tested is weighed morning and evening, samples of the milk are taken and preserved in labelled bottles, and an accurate record is kept of the weight. At the end of a month the samples from each cow are taken to the centre where the testing is done. The percentage of butterfat is determined and entered opposite the weight of the milk. The sheets are sent to Ottawa when they are figured up and one copy is returned to the member and one to the tester.

Think of what the undertaking and the carrying out of such a project would mean to any boy or girl. Consider what a boost the establishing of such a project in the Club would be to the dairy industry of the farm, the community and the Province. Besides learning many valuable facts about cows, the proper feeding and care necessary in order to produce the greatest possible amount of milk, the contestant has done work which has involved a great deal of care and definite records. Moreover, it is a lengthy task. A task which can be accompliished in the first flush of enthusiasm means little to a boy in comparison with the task which must be carried on for a long period of time.

This year another very important project, and one which is being received with a great deal of enthusiasm by the boys and girls, has been brought into the Club work. This new project is team demonstration work. Teams may be trained for example in canning, dyeing, breadmaking, and vegetable raising. For years the boys and girls of our Province have been canning, baking, raising vegetables and chickens. Club members, who have been doing this work for years, are now ready to go one step further. Through the team demonstration work they are being provided with an opportunity to express in words and in actions the knowledge they have gained. Through it they will receive further definite instruction in the lines taken up. Once boys and girls come to tell others about what they do and how they do it, they feel inefficient and want to strengthen their knowledge with more definite facts and a deeper understanding of the subject in hand. Moreover the development which a member receives from facing a group of people, and expressing in words and in actions previously gained knowledge, will go far toward preparing them for service in their community and province.

Among the girls of the province team work in canning has been received with great favor. Special demonstrators are being sent out by the Extension Service to establish this project which bids fair to bring greater co-operation among the members, and to arouse a greater community and club spirit, by having the teams of various clubs competing against one another.

The projects in the Boys' and Girls' Clubs are not merely plans. They are projects which have received and are receiving the hearty support of the boys and girls. This is shown by the fact that in 1919, 887 pigs, 871 calves, 356 sheep, 255 colts and 4,443 chickens were raised and exhibited by club members. Cookery and gardening topped the lists with 9,792 exhibits in cooking and 9,433 vegetable exhibits. The exhibits have been increasing in number and improving in quality year by year. Because of Manitoba's world fame for vegetable growing, boys and girls are keen to produce better

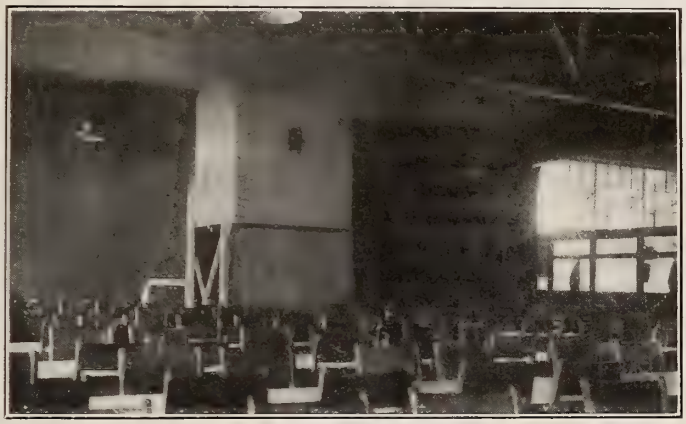
(*Continued on page* 108).

What Workmen Think of Moving Pictures in the Factory

By LYMAN B. JACKES

THE bulk of praise and admiration resulting from the introduction of moving pictures to industrial plants has come either from the promotors of the picture machines or one or two of the executives of the concern which has taken the step. For all practical purposes these opinions may be considered negative. They are negative in that they do not assume a definite means of assisting a manufacturer to decide the value of moving pictures in his plant as an aid to production or in improving relations. The fact of a salesman producting his evidence in favor of the installation; or some friend in a far distant plant thinking that they are very good, does not provide much ground in itself for the costly experiment. Some evidence from the employee is needed and that is the heart of this story.

The Goodyear Tire & Rubber Company of New Toronto, recently installed some first-class equipment in the cafeteria of the plant together with means of excluding the major amount of the sunlight beating against the walls and windows of that portion of the plant. The first use of the equipment amounted to a "safety first" demonstration; as an addition to a campaign that had been commenced with a view of reducing the number of lost time accidents. Certain films were borrowed from other plants and safety societies and several showings were run off to various groups of workmen and executives. Comparisons of statistics and methods of accident prevention with other plants was the main item exposed with these films. and the results that followed the campaign was a reduction of the lost time accidents (one day or more) by fifty per cent. But it must be clearly stated that the results cannot be laid entirely to the credit of the animated projector. It played its part with allied factors, but it did not win the war. It was still a negative quantity in as much as its actual results were concerned.



The Goodyear Plant

Interior of Cafeteria where films were shown. Note operator's box in the centre

The next experiment at the Goodyear plant was much more positive as means were adopted to collect tangible evidence of the merit or demerit of the method in its relation to general employees service work. Some very beautiful films were exhibited showing the collection of wild rubber on the banks of the Amazon river in Brazil and this picture was followed by a four or five reel production displaying the manufacture of the fabric stock used in the preparation of the Goodyear cord tires. This series comprised the manufacture of the cotton cord from the cotton fields to the finished product. It required some three weeks to exhibit it as it must of necessity be shown in sections to some eight or ten groups of employees. Before it was shown the audience was warned that a composition or essay on the film would be welcome after the final showing. These essays were to be written outside of factory time and a large number were turned in. The authors were asked to express their opinion on the method of instruction and to outline the films so that the directors of the educational idea could make some kind of a tangible tabulation of results to justify the expenditure.

It was difficult to draw up rules and regulations for the experiment, as none were really wanted. The desired objective was a free and hearty expression from the workmen as to their opinion regarding what they had seen. Naturally many asked questions relative to the nature of the essay to be submitted. To one and all the following short instructions were given:

"Imagine that you alone have seen these pictures. On this assumption submit a report stating clearly first your candid opinion of the pictures. How much instruction you consider they contain. Their value to your fellow workmen and a brief sketch of the subjects covered in the pictures."

A large number of the audience turned in reports. All were fair, some very good and a few almost classical for their literary composition and the grasp of the situation which was indicated. A few extracts from these reports are rather interesting:

"Should the remaining pictures prove as interesting and instructive as those already shown, the Company will be more than amply repaid for their trouble and expense in giving the employees this information concerning the materials given them to work with. Prior to the exhibition of the first pictures the great majority of the workmen had little or no idea of the efforts of the Company to supply them with first-class stock."

"There was no doubt that the majority of the men working in the factory had a very hazy idea of the natural history of rubber until these demonstrations took place."

"Why cannot pictures of this type be shown in the moving picture theatres to us working men in place of the foolish screen manoeuvres of fake heroes and heroines?"

"I think the more knowledge a workman has relative to the materials in his department, the more intelligent his work will be."

"The pictures enable a man successfully to answer the questions from new men coming in his department."

"Pictures of this nature are a blessing to the working man as they enable him to see foreign lands which could not otherwise be visited. These films are educative from every points of view and are an incentive to the workman to learn more of his business, promote an interest in his work and take pleasure in things well done."

Other reels, dealing with different phases of the raw tire material are to be displayed in the near future. The pictures are held in the Company's time.

Development of Canada's Coal Industry

Address Delivered at Fernie, B.C., July 17th, 1920, to the Vancouver Board of Trade Party — Needless Transportation of Pittsburg Iron Ores — Make Use of Canada's Resources

By W. R. WILSON

President and General Manager, The Crow's Nest Pass Coal Company, Limited.

I DESIRE to assure you that it affords me more than an ordinary pleasure to have the privilege accorded me of attending this special meeting of the Manufacturers Association here to-day. One of the greatest privileges men have in this modern, excitable period of civilization is the extending opportunities of social intercourse with their fellow-men. The groups of men that are forming themselves into what is known as the Manufacturers Association are doubtless doing so with one predominating purpose in view, that is, to stimulate the progressive and wise development of the various forms of natural potential resources and vast economic opportunities that are to be found in the different sections of this great country.

In assuming these special functions in Society, the manufacturers should aim to understand and acquire a true conception of some, at least, of the sound basic fundamentals of the future principal manufacturing industries of the country. For example, at the present time, I believe that the Provinces of Ontario and Manitoba chiefly purchase and import the crude irons they use in the various forms of manufacture from the State of Pennsylvania, or from Pittsburg in that state.

Pittsburg's Iron Ores

The iron ores that are smelted in Pittsburg are chiefly produced in the State of Wisconsin, and brought to Pittsburg by three stages of transportation:—first, by rail from mines to lakes; second, across lakes by steamer to different points on the eastern sides of the lakes; then distributed by rail to the different smelter points. Then, after these three stages of traffic manipulation, the ores are smelted, and in the various forms of crude iron and steel, are shipped from Pittsburg to various points in Ontario and Manitoba for further iron products. Following this multiplication of transportation on the iron ores and iron, those engaged in the iron trade production in Ontario and Manitoba, through lack of fuel in these provinces, again go to Pennsylvania or Virginia to purchase the coal and coke fuels they use. In these duplicated processes of transportation and re-manipulation of the crude metals and transportation of fuels, the manufacturers of Ontario and Manitoba possibly absorb about twelve dollars excess per ton in all the finished iron products they make, which can only be regarded as a serious economic handicap to those engaged in those particular industries of these provinces that do not possess suitable fuel deposits for these purposes.

Then, the people in the West, who have so far failed to take advantage of their own natural resources, are called upon to purchase the products of iron and steel that are re-manufactured in the East, not only at excessive cost of production as above illustrated, but to pay for long repeated mileage costs of transportation, which have become involved in a system of production that is founded on either an oversight or a misconception of the sound basic principles of the industry.

In this district we have coal deposits that are, at least, equal to the best coals on this continent. The coal bedding in some instances is accompanied with exigencies that I have never seen in any other coal fields on this continent, which peculiar characteristic may be briefly referred to in my remarks here to-day as follows:

Formation of Canadian Coal.

When the mountains were lifted from the original lines of formation, which upheaval approximately lifted the structural bedding in some parts of the areas of this district from 500 to 3,000 feet higher than they were originally, considerably crushing, and contortional twisting in the structural mass occurred, which violent forms of crushing developed dynamic heat of various degrees of intensity. These forces volatilized the coal beds to a certain extent, also volatilized the beds of shale that intervene between the different beds of coal. These violent crushing mass pressures acting upon the sandstone, shale and coal measures of the district, that in some parts may be estimated at 2,500 to over 3,000 feet in thickness, also developed indefinite lines and artificial rent lines in the whole structural mass of formation.

In some portions of the fields rent lines appear to have been formed, thereby making it possible for the intense gas pressures to escape as the process of volatilization went on. In other sections this form of relief fracture does not appear to have occurred, hence, in certain districts of the mining, intense pent-up pressure of gas appear to have been formed in the small voids and cracks and cavities that have been created during the process of contortional and irregular crushing, which took place at the time when the general upheavals took place in the district. In some instances these small pent-up pockets of gas may be estimated to have assumed a pent-up force of about 210,000 pounds per square foot, or about 1,458 pounds per square inch. These difficulties, while of a very unusual nature in coal mining, are carefully approached, and, through the medium of excessive care, may be safely dealt with.

In selecting this point for your meeting, you have shown a clearness of vision as business men, for coal mining centres all through the ages of progressive civilization have always been the chief basis on which business men have rested their thoughts and attention. In addition to this, it has at least always been my experience that people centred in coal mining communities are always responsive to progressive efforts made by outside friends, and I am sure that Fernie will be no exception to the general rule so evident in mining communities.

England's Progress

May I take the liberty of stating that a little over two hundred years ago England began to learn how to make proper use of her abundant coal deposits. Before that time, but little progress was made by England in progressive industrial civilization. Then, if we turn our attention to the

(*Continued on page* 92).

Our Trade With Cuba and the West Indies

AN EXPORTER'S VIEWPOINT

Shipping and Financial Facilities for Canadian Exports—Necessity of prompt Delivery—Avoid Havana as a Port—How Cuban Trade can be Assisted—Make use of Canadian Trade Commissioners—Understand the Latin Business Methods

By Lt.-Col. L. M. Cosgrave, D.S.O.

THE recently completed Commercial Treaty with the British West Indies has tended to bring the said Islands, together with their important foreign sister Cuba, prominently before the Canadian manufacturing public, and it is timely, therefore, to comment on the existing shipping and commercial facilities, and the difficulties encountered by one who has been directly in touch with such problems, more particularly in Cuba—but directly applying to the Islands which form the lesser Antilles.

It is necessary to mention but briefly the financial facilities, as these have been emphasized prominently by the Department of Trade and Commerce and the Canadian banks, notably the Royal Bank of Canada, the Canadian Bank of Commerce, and the Bank of Nova Scotia, who have pioneered in this territory with admirable foresight and success—and have set an example well worth following by Canadian shipping companies.



Havana, Cuba

The port at which most exports from Canada to Cuba are now handled

Unfortunately, British and American exporters in past years, before the Islands attained their present prosperity, were accustomed to extend long credits based on the annual crops of sugar, tobacco, and fruits, and this made it extremely difficult for smaller exporters to compete; but this has radically changed as a result of the unprecedented demand for sugar and tobacco, and it is now the custom with Island importers to pay cash against bills of lading F.O.B. cars, factory; against ocean documents, Atlantic ports, or C.I.F. Island ports against ocean documents. On the other hand with larger concerns, on bankers advices, shipments are also made against notes at 30, 60 or 90 days with the usual interest, which are readily discounted. The Canadian banks possess splendid facilities for providing new exporters with detailed data *re* Island consignees.

It is essential, however, despite the fact that Island importers look upon Canadian manufacturers with friendly eyes and are keen to establish business relations with them, that it should be realized that prompt delivery is the great factor in securing large and increased orders. The inland railway difficulties in the U.S.A., together with uncertain conditions in Europe, have forced the Island consumers to look elsewhere for a more reliable source of commodities. Hence their interest in Canada and her potentialities together with the widely advertised fact that this country had established her own Merchant Marine to carry her foreign commerce. The writer was established in Cuba during the organization of this service and the inquiries of the local Canadian Trade Commissioner were bewildering in their diversity and quantity. This is directly attributable to the fact that a weekly shipping service existed direct from Canada to Island ports. Unfortunately, this enthusiasm received a severe set-back during the prolonged strikes in Havana harbor, causing shipments from Canada to be seriously delayed, and causing Cuban importers to lose confidence in the efficacy of the Canadian Government Marine. From the writer's standpoint this loss of confidence was apparently justified. In the first place, owing to the high freight rates on the Island railways, shipments are required at the nearest port to the consignee, and the American shipping companies, such as the United Fruit Company, the Munson Line, etc., catered to this demand by making definite ports of call of all north and south coast ports of importance where excellent facilities for unloading exist. On the other hand the Canadian Government line limited itself to Havana, already in a state of congestion, due to the fact that over 1/11 of the tonnage of New York harbor is handled by docks which approximate 1/49 of New York harbor. This alone, aside from its unloading difficulties, would make it advisable to land cargoes at other Cuban ports and avoid Havana—not to mention the fact that 73% of Cuban imports are for ports other than Havana.

In addition, personal supervision of loading and unloading to facilitate sailings must be carried out at all ports of call; yet the Canadian Government Marine were forced to depend on the agency of an American importing firm located in Havana to expedite their growing traffic in the Islands, instead of, as would appear obvious in the development of this

important market, the establishment of proper Government offices, in charge of Canadians, with an efficient staff of inspectors to supervise personally the Canadian Government marine ships while loading and unloading in out ports, prepared to facilitate the same by their experience and close contact with the head office. Surely, if it was considered worth while by Canada to establish this direct line, it is worth while having direct control and maximum efficiency.

Imperative Necessities

The writer desires to emphasize this necessity, owing to the fact that numerous new lines are being added to the big list of countries with which Canada is in direct commercial touch, and yet it would appear to be somewhat unsound policy until lines such as that to Cuba are in sound shape and efficiently managed. Otherwise Canadian exporters will tend to be discouraged with the difficulties, the uncertainties, and the unforeseen demurrage and added charges with which one is faced on every hand in this closest and most assured market of Cuba and the West Indies. It should be further pointed out that there is an imperative necessity for published freight rates and all involved charges, together with definite sailing dates, ports of call, and cancellations, to be issued by the Canadian Government Merchant Marine for the benefit of Canadian manufacturers, as the delays at present in obtaining the necessary information cause, in numerous cases, the cancellation of orders, loss of interest by the inquirer, and a consequent loss to Canada as a whole. The writer desires to emphasize that there must be reciprocal interest exhibited by the Canadian manufacturer towards foreign inquiry and an earnest attempt to understand the viewpoint, particularly of the Latin importer, for we are still too insular in our Northern viewpoint of business methods, and a closer inquiry into Latin-American business and its enormous possibilities will astound the Canadian manufacturer, and will undoubtedly bring him most gratifying returns in the future.

In conclusion the writer would point out the importance of making greater use of the Canadian Trade Commissioners, who have every facility for supplying abundant and accurate data on the commercial possibilities, customs regulations, and market conditions, in addition to the foreign department of our Banks who are established in these Islands at all important cities. Finally it should be realized that personal contact is the finest medium possible and that Cuba and the West Indies can be reached and seen in the same time as our British Columbia. Yet we are inclined to think of these Islands as a somewhat distant market. It may also be of interest, in view of the recent St. Lawrence waterways discussion, to know that a shipment of 1,000 tons was loaded on an ocean steamer at Toronto for direct shipment from Toronto to Cuba, by the firm of L. P. Burns, Ltd., Toronto, in the month of July. This shows the further possibilities of our export trade, particularly when an all-water route, eliminating a double handling of cargo, can be secured.



(Courtesy of "Saturday Night").

S.S. "Canadian Runner"

Built for the Canadian Government Merchant Marine to trade between Canada and the West Indies

Development of Canada's Coal Industry

(Continued from page 90).

neighbouring states, we learn from the industrial history of that country that about 116 years ago a man named Williams convoyed two small boats loaded with anthracite coal to Philadelphia, and tried to sell the coal to the good people of that city for twenty cents per ton. The people of Philadelphia were then, as now, regarded as some of the best business people of the States. They made the request on Williams to show them how to use the coal. Williams tried all one morning to do so, but utterly failed to convince the good people of Philadelphia that he was trying to do anything but impose upon them. He in turn left in disgust, giving them the coal, which they broke up and made sidewalks with. To-day millions of tons of this valuable fuel are sought by Philadelphia people at prices that were never thought possible one hundred years ago.

In the year of 1816, a second anthracite coal miner in Pennsylvania took two boat loads of coal down the Schuylkill River to Schuylkill Falls, where iron was being smelted in small charcoal furnaces. The miner tried to induce the men working the smelter to try his coal for smelting. They agreed to do so, and patiently spent all morning with him trying to light the anthracite furnace fires, and at noonday gave up, completely discouraged, salesman with them. They all returned from lunch to the furnaces, when, to their great surprise, they found the furnace melting hot, the furnace doors being melted. This was the accidental beginning of smelting iron with anthracite coal in the State of Pennsylvania. A few years later coke began to displace this class of coal in iron furnace smelting. If we may in consistency be allowed to look upon the State of Pennsylvania as a past industrial guide, we find that in the year of about 1916 that state produced about the same quantity of coal that Canada produced last year, 1919, which and since that time the same state has made an annual average progressive development of about 2,500,000 tons of coal. Last year, or during 1919 the state produced about 275,000,000 tons of coal.

It is the view of some of the residents of this country that this vast country should at least make corresponding progress in her industrial efforts to that which has been made in Pennsylvania during the last 100 years. The potential opportunities are in the country in the form of fuel and iron resources, simply awaiting the proper application of the energy and enterprise of her citizens.

Canadian-Japanese Trade Conditions*

The Extent of Japan's Pulp and Paper Industry and the Market in Japan for Canadian Pulp and Paper—Other Lines Which Canada can Sell to the Japanese—Hints on Getting Business

By A. E. BRYAN

Canadian Trade Commissioner to Japan

THERE are only a few small mills in Japan manufacturing ground wood pulp for sale. The total annual production of mechanical pulp in Japan is estimated to be nearly 200,000 tons, but the correct figures are almost impossible to obtain, since most of the leading mills manufacture for their own use and keep the figures of production private.

There have been no imports of mechanical pulp into Japan since the war, and I do not see any prospective opportunities in sight for business.

Sulphite Pulp

	1919.	1918.	1916.	1913.
Total	10,687,205	6,835,589	9,017,719	4,620,477
Canada	3,781,512	4,079,144	656,281	351,146
U. S.	3,859,774	2,333,858	1,205,173	113,622
Sweden	2,529,784	418,476	5,697,424	1,254,625
Germany	. . . . .	4,109	73,024	2,176,454

Total, 28,742 tons in 1918, of which Canada supplied 18,240 tons.

The first presumption that will probably enter your heads is that the pulp manufacturers of Canada certainly must have been hot after Japanese business. But, with only one or two exceptions that I know of, this has not been the case at all, and our sales would not have been so successful if Japanese buyers had not gone out of their way to purchase same. I suppose that I receive more inquiries for Canadian paper pulp than for any other one article, and although our mills have been hard pressed to handle all the business received from other quarters, I am pleased to say that many of the inquiries which have passed through our Yokohama office have resulted in substantial business. From the returns just read you will note the remarkable change in Canada's contribution, say between the years 1916 and 1918. In the former year we supplied a little over 7% of the total requirements, while in 1918 we sold Japan 62.7% of what she bought. Last year our portion dropped to 38% of the total, but even at that we spplied over 752,000 lbs. more than our next competitor, the U.S., and we can presume that a good proportion of their shipments were made up of Canadian pulp.

Future Prospects of Pulp Business

Last summer I had the pleasure of taking a trip to the northern islands of Hokkaido and Karafuto. One of the chief objects of my visit was to investigate the pulp resources of Japan. Through the courtesy of the managing directors of the various pulp companies, I was able to go through every pulp and paper mill in the Hokkaido. I then went on up to Karafuto, and there had a most interesting as well as profitable insight into the pulp industry. I went through every pulp and paper mill, and saw two new mills in course of construction. I saw the process of manufacture from the taking of the logs out of the bush to the finished pulp and paper, and to our pulp producers in Canada I can say this, there will for a long time yet be a market for Canadian pulp in Japan.

In the first place, nearly all these mills are now 5 to 20 miles away from their log supply. In most cases there are no available rivers to boom the logs down to the mill, as is the case in this country. The logs, which are cut in 12′ lengths, are therefore all drawn by horse, in some cases ten mills, to the nearest railway siding. (Owing to this situation the Japanese are now looking for pulp wood in Manchuria and Siberia, where mills will be built.) Here they are stacked up to be hauled down by train during the summer months to the mill. The cost of getting these logs from the bush to the mill must, in most cases, be very high, in spite of the advantage of lower wages. These logs are brought down by rail line in some cases from 20 miles distance, while in many places the logs have been all cut and used up close to the railway, and, as I say, they are bringing them in from a distance of five and ten miles, perhaps only one log at a time, depending on size. In some districts the logs are drawn down to the sea and boomed from there to the mill in what are called "Ikada" or rafts. These logs are cut from what is called "Matsu" (pine). About 70% are Ezo Matsu, while the rest are Todo Matsu. Although Todo Matsu makes more pulp per cubic foot, Ezo Matsu is used the most because its fibre is stronger. About 70% of all the timber in Karafuto is Ezo Matsu, but Japan has here only a few years' supply of pulp wood.

I therefore feel quite certain that Canadian pulp will always sell in Japan, for the following reasons:

1. On account of the extensive handling of logs by hand and methods of bringing same to mill, costs are of necessity high.

2. Although the cost of labor is half that in vogue here in Canada, I figure that two Canadian workmen will have the same efficiency as three Japanese. It therefore takes more men to look after a machine in Japan than in Canada.

3. Wages in Japan are continually advancing, so that ridiculously cheap labor is really a thing of the past. I was rather amused to read in a Canadian journal the following news item:

"Made Paper 250 Years Ago."

"The Japanese paper industry was already established nearly 250 years ago, when the Dutch traders set foot in the country. To-day, nearly 150,000 people are said to be employed, at an average daily wage of 24 cents. Labor at this price leaves plenty of room for price-cutting."

This is very far from the truth. In all mills I visited in Hokkaido and Karafuto the men laborers were receiving the equivalent of $2.50 or $3.00 a day. They received $1.00 a day wages and free house, while they could get their rice, clothing and other necessities at one-third of the price charged in retail stores. The management figured that they were thus getting the equivalent of $2.50 or $3.00 per day. Women laborers get 50 to 60 sen per day, and house, etc.

4. The Japanese mills do not make bleached sulphite pulp, although some of the mills bleach pulp for their own use.

5. Canadian pulp has the reputation of being the strongest in fibre of any pulp on the market.

6. Canadian, up to the present, has been the cheapest, and therefore the best value for the money, of any other pulp. Its market price is often lower than that of domestic production, and really the local mills have to regulate their prices to meet the Canadian.

*This is the second instalment of the address delivered by Mr. Bryan at the Annual General Meeting, C.M.A., Vancouver, June 9, 1920.

7. Canadian pulp is now well known, and these mills who have been using it, being conservative, will want to continue using it. Some of our brands are established, and will now almost sell of themselves.

8. Japanese timber supply will not last long. Some of the mills have already bought up large tracts of forests in Manchuria and Siberia, where they will build mills.

I also think that this business could be considerably enlarged if more Canadian mills would cater a little to it, and send out their own representatives to study the requirements and consult with the users, etc.

Production in Japan of Sulphite Pulp

Perhaps you would be interested to hear what Japanese mills are capable of producing. In 1919 the production of sulphite pulp, unbleached, for sale amounted to 73,404 tons. Of this amount 64,044 tons were sold in the open market. Three of the pulp mills in Karafuto are to double their capacity in the near future. It is estimated therefore that the domestic supplies of sulphite pulp, unbleached, for sale in Japan this year will amount to 90,000 tons, while some paper men state that by the end of 1921, 150,000 tons will be produced.

Consumption in Japan

The consumption of sulphite pulp in Japan is not definitely known, although those in the know state it to be approximately 120,000 tons. But we do know it has been increasing every year, and some idea of the requirements may be gained by comparing the output of paper during the past six years. These figures include about 50% of newsprint.

	Lbs. (approximately).
1914	327,000,000
1915	367,000,000
1916	405,000,000
1917	455,000,000
1918	499,000,000
1919	519,000,000

Imports of Chemical Pulp

During the same period the imports of chemical pulp have been as follows:

Year.	From Canada. Tons.	Total Imported. Tons.	Value Declared. Yen.
1914	2,924	45,342	4,574,212
1915	7,774	53,688	5,974,892
1916	5,672	57,720	9,017,719
1917	8,580	14,334	2,800,744
1918	18,000	28,762	6,835,589
1919	15,426	40,744	10,696,233

It will be seen therefore that there is a market for about 40,000 tons a year of imported sulphite pulp. It is up to Canadian mills to maintain the lead in this business. There are many improvements to be made in the Canadian product, for there is no use in denying that some Japanese prefer the Swedish pulp for quality and will pay higher for it. It is said that our pulp is stronger than the Swedish in fibre and, if our mills paid more attention to packing and grading, that we could increase our business.

Effects of Exchange

One of the features that worked against us last year was the fact that as soon as American exchange started to go up some Canadian mills demanded payment in American gold dollars. Thus for instance in January last, Canadian easy bleaching sulphite coming in quality between the Swedish 3 crown and 2 crown, cost the Japanese importers over 10¾ sen per lb. at the rate of exchange for American gold dollars (49⅞). On the other hand, the rate for the pound sterling was rapidly dropping and Svartvik 3 crown bought at £28 and 2 crown at £27 10s. per 1,000 kilos c.i.f. Japan cost the Japanese importers only 10½ and 10⅓ sen per lb. laid down, duty paid. This accounts for the increased shipments of Swedish pulp, because the imports from Europe were costing the buyers less than those from Canada.

If at all possible do not specify "Payment in U. S. Gold Dollars" but "Payment in Canadian Funds." In some cases where a manufacturer must pay for his raw material, etc., in U. S. currency this may not be practicable, but stick to the flag, if at all possible, every time. I should think that pulp is one of the things that could be manufactured and sold in any country for Canadian gold dollars.

Paper (1918 Total)

	Yen.	Canada. Yen.	U.S. Yen.
Printing paper (under 58 grammes per sq. metre)	1,040,073	..	1,026,946
Other printing paper	2,898,428	..	2,635,625
Writing paper	578,879	..	254,978
Drawing paper	118,023	..	4,801
Packing paper	2,012,917	..	1,838,038
Match paper	68,869	..	47,560
Cardboard paper	912,198	..	908,748
Tissue paper	251,008	..	161,590
Parchment, paraffine paper	....	..	....
Wax paper	441,971	..	330,883
Fancy paper	574,967	..	509,651
Other papers	498,157	2	336,612

Although Canada secured the magnificent total of yen 2.00 worth of business with Japan in paper in the year 1918, I think that if the figures were procurable for 1919, there would be at any rate a small increase, as I know of shipments of wrapping paper which were ordered in Montreal. However, Canada certainly should do better than the above figures will illustrate.

Send Travellers to Japan

American mills send their travellers over to Japan to drum up the business and deserve all the business they get. There have been no Canadian men that I know of who have in recent years touched Japan to look into market conditions. You will never get, nor do you deserve to get, export business by sitting down in your comfortable offices, expecting to have orders flow into your hands of their own accord. The firms who send out their salesmen, prepared to stay a few weeks in the country to familiarize themselves with the East, to meet the Japanese in the trade, to be entertained and to entertain, to show samples and quote prices delivered Japan, to meet buyers half way at least, if their specifications should vary a little from what is used at home, these are the firms who are going to build up a successful and permanent business. Some American and British mills have their own offices in Japan, others have one of their own men out there, who works in co-operation with their sole agents. He attends to claims, studies the requirements, etc.

Yes! There is a good business to be had in Canadian papers if we want it. Up to the present our mills have apparently not cared for it, so naturally they did not get it. For instance, I know of one firm who sent in orders during the last six months for 120 tons of high-grade bonds and 12,000 reams of other writing papers, but to date have only been able to get 10 tons. How can we build up a business, if firms in Canada will not send us the goods? If they are sending it to other countries, why not Japan? I would strongly advise our mills not to be indifferent to the Japanese market. There will probably come a time when your European customers will be able to get their requirements filled in Europe, when your Australian or New Zealand friends will through various causes not require as much as they have been importing during the past few years, when our American neighbors may get some of their supplies from old sources in Europe. We cannot tell what the future conditions will be, but we do know this, that the pulp and paper industry in Canada is expanding and, as our capacity increases as it is



A Japanese Paper Mill

Showing the up-to-date character of the paper industry in Japan

doing by leaps and bounds, we will be looking for foreign outlets. But do not look for those outlets in Japan if you intend to neglect that market now, and do not think you can trot over to our next-door neighbor and sell anything you have left over to them just whenever it pleases you. If you do, you are greatly mistaken, because you will be forestalled. America is forestalling you right at this present time—while, as England is now, so Scandinavia and Germany will before long be pounding at the back door endeavoring to get in again on this business.

What I would like to see some of the mills do, is to lay aside say 1%, 2% or 5% of their output for Japan. There are plenty of good Japanese firms who would be only too anxious to get your paper and pulp. These shipments, although perhaps small, would at least be an advertisement of what we produced. They would at least cause the mouths of the Japanese consumers to water for more, and then in future when you have more available for export to Japan—you would have your channels dug through which your product could be put on the Japanese market. Just think that over, and if you decide to follow my advice in the matter, let me know. I will be delighted to co-operate with you in this direction. This not only applies to paper but to all lines exportable to Japan.

Output of Paper in Japan in 1918-1919

According to the investigation of the Paper Union, the total output of all kinds of paper, except straw pasteboard, during 1919 amounted to 519,142,000 lbs., the figures showing an increase of 20,177,000 lbs. over 1918 and of 65,042,000 lbs. over 1917. The following table denotes the output of the different kinds of paper during 1919 and its comparison with 1918:

Kind.	Output for 1919. Lbs.	Comp. with 1918. Lbs.
Fine printing paper	72,737,000	895 Dec.
Common printing paper	81,985,000	1,913 Inc.
Newspaper	229,762,000	...
Imitation paper	25,991,000	1,217 Dec.
Rolled paper	12,276,000	1,415 Inc.
Match paper	10,296,000	418 Dec.
Colored paper	5,449,000	941 Dec.
Packing paper	23,961,000	4,524 Dec.
"Renshi" and "Toshi"	9,766,000	812 Dec.
Miscellaneous paper	46,920,000	2,937 Inc.
Total	519,142,000	20,177 Inc.

The following table shows the production of paper by every paper mill during 1919:

Kind.	Production. Lbs.
Oji Mill	192,223,000
Fuji Mill	144,209,000
Mistu Bishi Mill	51,077,000
Kyushu Mill	28,514,000
Kokura Mill	20,447,000
Yokkaichi Mill	17,928,000
Kiso Mill	15,844,000
Central Mill	14,366,000
Tokyo pasteboard	12,979,000
Tokyo, Hokuyetsu Mill	6,266,000
Kumano Mill	4,005,000
Umedzu Mill	3,905,000
Nakanoshima Mill	3,650,000
Yutansha Mill	2,379,000
Total	519,142,000

Asbestos (Imports in 1918 compared with 1917)

Lump, Powder and Fibre—

	1918. Yen.	1917. Yen.
Total	1,606,930	2,271,144
Canada	655,434	210,964
United States	810,434	1,820,937

Where do you suppose America is getting all this asbestos which she sells to Japan? Canada prides herself on the assertion that she supplies 85% of the total world's output. From investigations made I find that nearly all this asbestos is purchased from brokers in New York. That is, American firms are handling the sales of our natural products, and thus are taking the cream of the profits for themselves. It is time we became a little more independent of our southern neighbors. Let us be up and doing! We should handle our own natural products from the time that it is taken from its natural state until it is landed in the various foreign markets of the world. We must have our own export houses, good substantial firms with their own branches in all overseas countries where our goods can be sold. These offices must be manned by good live Canadians who are full of pep and tenacity and who will push their lines against keen competitors. Why should we be dependent on foreign commission houses for the sale of our products abroad? Just before coming away I wrote to seventeen of the largest users of asbestos in Japan. As a result of enquiries made I found out that in nearly every case they were buying "American asbestos"—they did not realize that what they were using originated in Canada. But in nearly every case they asked me to have Canadian shippers write to them sending prices and samples.

They were all keen to buy from Canada direct. Canadians, wake up! (or as the Japanese say, "Shikkari Shitamae" or "Shikkari Shi Nasai"—pull yourself together). Why should we take off our coat and give it to others, when we can use it ourselves to advantage?

This asbestos is used in Japan for making all kinds of asbestos products: slates, shingles, corrugated plates, yarns, clothes, packing, jointings, rope, in fact just about everything in the asbestos line. There is a fair demand for imported manufactures, such as millboard, cement, etc. (1918, 398,971 yen), but by far the greatest market is for fibre and the "R/M" quality for shingle and slate manufacture.

The Government encourages this industry, as it encourages almost all industries in Japan. No foreign asbestos manufactured goods can be sold to Government factories, arsenals, shipyards, railways, etc., which are of course the largest users. They always specify home-manufactured goods.

Iron and Steel (Imports in 1918)

Total—		Canada.	U.S.
Pig iron	59,092,337	63,962	2,998,422
Iron ingots and billets	4,348,445	....	3,809,507
Iron bars, rods	84,221,802	394,066	76,393,828
Iron (wire rods)	8,794,449	....	8,013,005
Plates	78,500,000	....	77,034,690
Sheets, galvanized	760,000	....	735,769
Tinned sheets	20,851,163	....	20,756,111
Iron wire	1,906,530	4,698	1,810,313
Iron wire (galvanized)	7,560,156	272,250	7,265,610
Iron ribbons	863,076	....	578,583
Iron bands and hoops	1,902,601	....	1,726,771
Wire rope	42,802	....	11,535
Iron pipes & Tubes (elbows & joints)	97,922	....	61,789
do. (drawn)	81,506	....	71,575
do. (not coated)	13,211,295	44,568	12,611,767
do. (coated with base metals)	384,960	....	178,619
Waste or old iron	16,746,351	86,047	5,522,028
Other iron	391,936	....	358,216
Grand total	299,757,331	865,591	219,938,138

If there was a large Canadian steel corporation in British Columbia I do not think I am very reckless in my assertions when I say that Japan would take all the surplus supplies over what would be required in this Province.

Japan is dependent absolutely on the rest of the world for her steel supply. When the war broke out in 1914, Japan was consuming annually about 1,000,000 tons of iron, two-thirds of which was imported, while the other one-third was produced by the Government Steel Works at Yawata.

The Government being fully aware that if Japan wished to become one of the first-class powers, both industrially, as well as in every other way, she must assure herself of supplies of iron and steel, therefore passed the Iron and Steel Encouragement Regulations, which gave steel companies the following privileges:

1. If the works were to produce more than 35,000 tons per year, the right to expropriate property on which they wanted to erect the works.
2. Exemption for ten years from National Business and Income Tax and from all forms of local taxes.
3. Exemption from import duty for the machinery required for the works.

Some seventeen plants have now been established for the manufacture of steel, whose total capacity in 1918 amounted to about 765,000 tons, while the consumption was calculated at about 1,113,000 tons. The ore used in the local mills was practically all brought from China. The pig iron, of which about 60,000,000 yen was bought in 1918, comes almost entirely from China, which country was responsible for 50,000,000 yen of it, Great Britain, Sweden, United States, and Canada contributing the rest. What a remarkable opening this would be for these British Columbia ores, if they were worked worked up, but could not be used in Canada. But there should be an iron and steel industry on this coast, which would not only supply Western Canada, but could cater to the requirements of trans-Pacific countries. Think what a magnetic power it would have on the commercial upbuilding of the Province as a whole. You get your iron and steel industry here and the other industries that depend on it for supplies will soon rally around, in the same way as they have grown up in the iron and steel localities in other parts of Canada. The iron and steel industry is the foundation stone upon which the commercial success of the country is built up. We must have it, and we must have it in this Province. I hope that some of you manufacturers, the driving force in Canada to-day, will look into the situation while you are here. On the other hand, I know that you will all lend the province of British Columbia your support in everything that will lead to the establishment of this most important of industries on this Pacific Coast. Think what a saving in freight alone. Nearly all the Canadian steel going to Japan comes from Eastern or Central Canada. How much better it would be if Pacific freight boats could load all steel materials right at the mill, the same as our Atlantic ships do, and thus save over 3,000 miles of inland freight. Nothing could possibly do more to increase our exports to Japan. It is not necessary for me to say what the demands call for. There is a market for almost everything in the steel line, from pig iron down to scrap oil cans, and second-hand saws, etc.

I might mention that Canadian-made tubing, gas pipes, etc., have been imported in increasing quantities of late, and are giving good satisfaction.

Always Ship to Specification

I might mention, too, that I have had to hear quite a few complaints during the last two years about Canadian steel being shipped to Japan, which did not conform to specifications. I have seen Lloyds surveys of some of it, which bore out the claims of the Japanese importers. But I will not say anything more about this matter, as of course it does not apply to all our steel mills by any means. But, I will say this, do not think that your little Japanese friends are ignoramuses. They know just as much about steel as we do, and there is no use trying to slip anything over them, particularly if the market is going down. They will kick like steers then at the least technicality, so be careful! Always send them the pick of your stock. If you do, they will continue to buy; if you do not, and happen to get, say, a few wrought iron bars in with a shipment of mild steel bars (perhaps purely by mistake), then you're finished. They will knock not only you but Canadian goods generally. Do you know that one of the largest British importers told me recently that as a result of one shipment of Canadian steel which one Japanese firm received through him, and which did not quite come up to scratch, that two or three of his clients specified recently in their orders "No Canadian Steel." This shows you what one bad shipment will do. Prepare for future business by cultivating your market now.

Metal Manufactures.

Total—		Canada.	U.S.
Iron nails (not coated)	5,809,536	....	5,614,082
Iron screws	962,444	....	869,771
Iron bolts and nuts	1,548,768	1	1,530,284
Iron rivets	450,221	....	446,500
Other nails, rivets, screws, etc.	337,750	132	333,824
Steel rails	14,941,164	225,264	14,583,109
Other material for rail construction	895,468	7,150	885,797
Electric railway posts	16,385	....	16,385
Bridge material	1,026,701	....	896,792
Tanks, etc.	43,915	....	35,087
Iron anchors	258,943	....	117,768
Iron chains	823,433	....	519,127
Cocks and Valves (iron)	77,765	....	46,938
Cocks and valves (others)	14,199	....	9,104
Hinges, hat hooks and metal fittings for doors, etc.	285,764	....	281,615
Mechanics and agricultural tools and parts	1,283,838	42,951	946,039
Drills, bits, and reamers	885,100	4,189	657,969
Stoves and radiators	144,154	....	131,772
Grand Total	29,805,548	279,687	27,922,963

As time is limited, I will not dwell at any length here, except to say that Canada should be able to increase its shipments of nails, screws, bolts, rails, structural material, chains, agricultural implements, drills, reamers, etc., to Japan.

But these lines will not sell of themselves. They must be pushed vigorously against competing goods now on the market. One of the reasons why Canada's share is so small during 1918, is that she could not handle many of the enquiries received as delivery could not be made.

Automobiles (Imports in 1918)

	Yen.	No. of Mach.
Total	4,324,953	1,653
Canada	1,400	1
U.S.	4,426,938	1,636
Parts—Total	3,136,858	....
Canada	70	....
U.S.	3,134,286	....

I wrote a report on the market for automobiles which appeared in Weekly Bulletin No. 843. If you are interested kindly refer to it. You will note that all the cars except seventeen came in from the U.S. These might just as well come from Canada, but I find that most of the companies in Canada have arrangements with parent or affiliated concerns in the U.S. that prohibits them from selling to Japan.

Machinery (Imports in 1918)

Total—		Canada.	U.S.
Steam engines	463,330	....	415,606
Gas engines	505,456	....	476,916
Electric dynamos and motors, etc.	3,061,379	2,254	2,975,854
Cranes	511,488	....	418,116
Gas compressors	1,029,119	....	2,997,608
Sewing machines	2,948,533	....	2,934,930
Pumps	839,810	14,969	678,618
Hydraulic presses	248,274	....	101,528
Pneumatic tools	735,221	....	689,659
Metal working and wood working	6,641,793	10,062	6,281,862
Paper making	1,120,470	....	1,112,302
Grand total	18,104,873	27,285	17,082,999

As regards Canada's share, which you will note is very small, she supplied semi-rotary pumps, and some milling machines all of which proved satisfactory. I have not mentioned machinery such as spinning machines, because they are not made in Canada to any extent, but the demand for them in Japan is something tremendous—something like 900,000 spindles are on order in England and America, although only 200,000 can be expected to be delivered this year

Lumber (Imports in 1918)

Total—	Yen.	Canada.	U.S.
(x)—Cedar	330,062	....	330,062
(o)—Pine fir and cedar (a)	7,321,173	31,778	230,364
(o)—Pine fir and cedar (b)	7,402,475	726,004	6,567,091
Other lumber	319,017	....	138,707
Grand total	8,372,727	757,782	7,316,224

(x) Not exceeding 7.87 in. long (o) (a) Not exceeding 2.56 in. thick
do 2.75 in. wide (o) (b) Other cedar pine and fir
do 2.75 in. thick

I cannot understand how it is that Canadian exports of lumber do not make a better showing. One of the most important lumber importers in Kobe told me recently that the trade always consider Canadian Douglas fir better grade than American, and that sometimes they can get more for it, but although he buys considerably from B.C. mills, he finds that almost invariably he can get a slightly lower price in the Western States (in spite of the H. list) and that also freight rates from American ports are usually a little lower so that he can land U.S. lumber cheaper in Japan than Canadian.

I think if this is the case there is something wrong. I think the lumbermen of this Coast should look carefully into the situation and find out if this is correct, for it certainly should not be tolerated. As long as these conditions last, so long will Japanese buyers purchase to the south of us. I get many letters from Canadian exporters of lumber asking for an outlet, indeed far more than I have enquiries for from Japanese buyers, and although I try to put them in touch with good firms and correspondence is started, twice only in recent months has any business resulted that I know of. If Canadian exporters are to get this business they must first rectify any advantages which our neighbors may have over us in point of shipping, quotations, etc., then they must come out to Japan and get personally in touch with the demand market and show buyers the advantages of buying Canadian lumber, and the good service that they are assured of from Canadian mills. This is B.C.'s business; they should supply Japan with all their requirements of such woods which are prolific in the province. It is up to her exporters to first make up their minds they are going to get this business and then get out after it.

Japan's timber resources are nearing depletion. By far the largest portion of the remaining virgin forest land is owned by His Majesty's Household. Only a short time ago the Emperor gave over a big patch to the Government to dispose of to the public on account of the increasing demand for timber. The City of Osaka, with over two million people, is going to carry out some big improvements in the way of widening streets, new buildings, etc. This will mean a big demand for building lumber. There is no lumber of large dimensions grown in Japan. It must all be imported. The pine they import is used for ceilings in Japanese houses; the Douglas fir for building. There is also a big demand for cedar for pencil-making; you will note that over 320,000 yens worth was imported in 1918.

Demand for Match Splints

The Japanese match manufacturers have been considerably embarrassed of late on account of the growing decrease in the supplies of aspen and poplar woods for the making of the sticks. The disorder in Siberia, which has been the chief supplying country, has made it well nigh impossible for Japan to get supplies satisfactorily. It is said that there is 3,000,000 cubic feet of wood piled up along the Siberian railroads ready to ship, but there is no transportation. Supplies from Europe and Korea are insufficient. I cannot understand why the Japanese match people have not before turned to us for supplies of poplar wood. The imports of poplar in 1919 amounted to 13,000,000 cubic feet. On account of this scarcity of lumber, prices have gone very high.

I have samples of the wood required, and will be glad to meet any of our lumbermen who can supply this wood to Japan. There is imported into Japan yearly about 30,000,000 cubic feet of lumber for match industry. This wood is usually shipped in logs of 7 feet lengths and not less than 8 inches in diameter.

One firm I was speaking to said they were importing a trial shipment of white and jack pine from America for match stick making. They must have a soft wood, light in color. Soft so as the splinters will not bother the hands of the little Japanese women who pack them.

In 1918, aspen woods for match sticks was imported to the value of 1,961,684 yen.

Other Articles for which there is a Demand

All of the imports to which I have just referred to in detail, have been exported to a more or less extent from Canada. There are many other items which are imported into Japan, but which are not mentioned in that part of the returns dealing with Canadian trade. However, our American friends have built up a substantial business in other lines not mentioned so far. I think there is no reason why Canada

should not also do something in these articles which I am about to enumerate, certainly if not at present, in the very near future. So with this ultimate object in view Canada's manufacturers should prepare now or at least do the spade work which will bring home the bacon.

	Total 1918 Yen
*Tobacco leaf	1,760,219
Beef tallow	4,165,893
Hops	461,034
*Glue	422,539
Chemicals.	
Boric Acid	341,470
Oxalic Acid	348,643
Tartaric Acid	357,498
Carbolic Acid	3,106,097
Carbolic Acid	1,238,344
Citric Acid	49,057
Bicarbonate of Soda	690,265
Peroxide of Soda	18,266
Borate of Soda	448,680
Cyanide of Soda	1,098,399
Bichromate of Potash	222,972
Acetate of Calcium	214,371
Formalin	6,323,662
Glycerin	601,546
Milk Sugar	555,862
Oxide of Cobalt	380,913
Sheep's Wool	49,141,496
Woolen Clothes and Serges	4,976,304
Oil Cloths and Linoleums	507,887
Boots and Shoes	161,986
*Grindstones	538,793
Carborundum Grains	306,079
*Photographic supplies of all kinds	1,690,206
Ferro-silicon	155,964
Ferro Chrome	100,321
Lead Ore	383,410
Zinc Ore	4,882,413
Aluminum	1,678,522
*Lead Ingots	14,746,998
*Zinc Ingots	1,366,626
Sheet Zinc	1,523,593
Nickel (Ingots and Grains)	1,213,221
Other Nickel	237,576
Railway Carriages and parts thereof	3,097,127
*Cycles and parts of	1,500,728
Iron Wheels	191,413
*Papermaking Felts	2,633,351
Endless nets for paper making	691,572
*Aspen wood (for matches)	1,961,684
*Tarred felts and paper	458,858
Waste and old rubber (india)	172,507
*Manufactures of indiarubber	62,147
Bone Dust	1,705,736

Why Canadian Business is Small

In answer to this question I may simply say that, as far as Japan is concerned, Canada lacks all those mediums through which export business should be solicited and catered to, all of which are indispensable, all of which are part and parcel of every other country's trade with Japan. In the first place, we have

No Canadian Export Houses in Japan

In the city of Yokohama there are some 500 foreign export and import commission houses. I suppose, out of the 100 largest firms, fifty of them are British, some of whom have been located in Japan ever since it was first opened to foreign trade. These firms have their special import departments, which are often sub-divided into different divisions, such as the paper and pulp division, the machinery division, the lumber division, and so on. Usually each of these divisions is in charge of an expert, under whom are Japanese salesmen or bantos. These foreign firms have really built up the trade of Japan. In the early days they did all the importing and most of the exporting. Now, of course, there are reliable Japanese firms, which do the biggest volume of business. But these foreign import houses are really indispensable to their respective countries, in that they represent manufacturers at home who are completely dependent on them in the selling of their goods. They are right on the ground, they know their customers, they understand the market, they get out after the business, they look after all the financing and take all the responsibility of the Japanese end of it. When a travelling salesman comes out from one of the firms which they represent, they look after him, take him around to their customers, and "show him the ropes," as it were. These people are a potential asset to the British manufacturer. They send in their orders, and all the manufacturer has to do is to follow instructions sent in by these "trade getters."

Now, as far as I know, there are only one or two Canadian commission houses in Japan, and they are of no concern to us, as they are there solely for the purpose of buying Japanese goods.

The Canadian manufacturer has, therefore, no Canadian firms to represent him, whereas, if he goes to one of the British houses he will probably find that they already represent a house making a similar line in England. There are, of course, a few export houses on this side who have other firms representing them in Japan. But this is not the same thing. *We must not be dependent on other nationals to assist us. We must have Canadian co-operation and Canadian organization, from the time the goods are manufactured in Canada until they land in Japan.* This must be our ultimate object, and the sooner we be up and doing, so much sooner will our trade expand in all directions.

Where are Our Salesmen?

I intimated a little while ago that salesmen are just as important in export trade as they are in domestic business.

You go into any of the foreign hotels in Japan and look down the register. You will find (after being told that you cannot get a room, that they will put you on the waiting list, although there are 57 already down on it) that the place is filled with foreign salesmen, and if you talk with them you will find that they all represent the best firm of its kind in America (usually) and that they are going to literally gobble up business. Well, some of them do, and perhaps some of them don't, but at any rate it does not affect the point I wish to make, and that is, that one hardly ever runs across a "Canadian drummer." On the other hand, I can say this as regards sales (I will put it in percentage as it sounds better), that 100% of the Canadian salesmen who have to my knowledge come to Japan during the last two years, have done more than clear expenses. Besides taking home some good business, they have gained an intimate knowledge of the requirements for selling their goods in Japan, they will know what to do and what not to do when they return home, and they have probably made



Interior of the Canadian Trade Commissioner's office at Yokohama

* Have already been exported to Japan from Canada in small quantities.

connections which will result in good business in the future Members of the C.M.A., where are your salesmen? See to it that hereafter they include Japan in their itineraries.

Quotations, Samples and Catalogues

I said that without branch houses in Japan, and without the personal visit of the salesmen, it is very difficult to do business, but it can be done sometimes by the sales manager of a firm who sits in his office at home and tries to convince some firm out in Japan of the merits of his goods by correspondence. This is a mighty poor substitute for getting business at its best, but what makes matters worse is that some of our enthusiastic exporters do not even cover the ground properly by correspondence.

1. They may send purely a letter telling what they make and have for sale, but quoting no prices and sending no catalogues. This kind of letter is useless, and will probably not even elicit a reply.
2. They may send a nice letter, giving full particulars of what they have to offer, but quoting f.o.b. factory, and do not send catalogues or samples. This letter is almost useless, but may receive a reply.
3. They will give full particulars and c.i.f. prices Japan, but no samples or catalogues. This letter will get a reply, but it will be one asking for samples or catalogues immediately.

How to Get Business by Correspondence.

1. You should at least quote f.o.b. Vancouver prices, but, better still, c.i.f. Japanese ports.
2. You must tell what the best deliveries are which you can make, the quantity at one time, and how often.
3. You must send full particulars as regards packing, size of packages, weight of same packed.
4. You must submit a sample, or, if not practicable, catalogues, analysis or something to show what the article is like.

cater to his requirements and give him exactly what *he*

5. In short, you must be prepared to please your customer, wants, not what *you* wish to give him.

Packing

I have sometimes had complaints from Japanese importers about poor packing. This is a most important feature about export business; indeed, I have heard it said that export packing is an art in itself. And I suppose you are the ones who should know it!

When you pack for export, to exaggerate a little, I will say, always pack with the idea of making your case or whatever it may be, absolutely unopenable, unbreakable and, if you like, watertight. If your case of goods is destined for Japan, pack it strong enough to go to Japan and back again. This is one of Britain's strong points—her packing is well-known in Japan. If a British manufacturer is sending say a lathe to Japan, he will probably make his case of 1½ to 2-inch lumber, whereas 1-inch might possibly do just as well. But he runs no chances—and this is a good motto for us in packing, "Take no chances." In packing for Japan, do so knowing that your case is going to be handled roughly, that it is probably going to be dropped and banged until doomsday.

A few months ago I saw a piece of Canadian machinery unloaded; when in the air being hoisted over the ship's side, part of the case gave way, and the machine fell, I think it was ten feet. The result was that the machine was picked up in 127 pieces, and I know from the importer's point of view that was only the beginning of the trouble.

Canadian foodstuffs should be particularly well packed to insure that the cases cannot be pilfered or broken.

Marking and Invoicing

Another point which Canadian exporters do not seem to understand is that all cases should be numbered, the number of the case to correspond with a number on the invoice, showing exactly what is in that case. This applies especially to small things like groceries, where there may be several kinds of packages in a case of goods. If such a case were No. 1, then on your invoice No. 1 case should be shown and also just what that case contained. If you don't do this, every case has to be opened and examined at the Customs, which may mean that if there are seventy-five cases your consignee won't get his goods for two and most likely three weeks later. I had one instance happen like this last Christmas; the cases were not numbered, and there were no numbers shown on the invoice form, and as a result each case had to be opened in the Customs, the consignee missed the goods for his Christmas trade, and he cursed Canadian export methods and the Canadian Trade Commissioner, who introduced him to the shipper in Canada, particularly as he had sent them explicit instructions how to number them to correspond with numbers on the invoice.

Grading

Then there is the question of grading. Such stuff as asbestos and paper pulp, of which there may be two or three different grades, should always contain the proper brand ordered. I sometimes get complaints that second and third-grade pulp is found packed in with what is supposed to be all a first-grade product. This does not do. Although it perhaps is quite accidental, it gives our importer the impression that somebody is trying to slip something over him. And this brings me to my next point.

Goods Sometimes not up to Sample or Specification

If there is anything which is apt to spoil the good name of Canada it is where goods are shipped to Japan which are not up to sample or specification. I won't dwell any further here except to say that I regret very much that certain Canadian firms have been at fault here. I have seen samples of steel—supposed to be mild steel bars, but which turned out on arrival in Japan to be wrought iron bars. Other complaints of a similar nature have been received.

I have heard of other countries doing tricks like this, which you would almost think impossible,—things which have any trick that Japanese exporters have done, beat a thousand ways.

Now, we must build up our business in Japan on quality of goods shipped. British goods in Japan have the reputation for quality, let us not fall behind.

Make Prompt Deliveries

Another complaint I have received, although not lately, was that Canadian firms had fallen down on deliveries. That they have not delivered the goods when they contracted to deliver them.

A certain country has made a very bad reputation for themselves in the East, by taking orders for goods and promising deliveries which they knew at the time they could never adhere to. British firms, if they cannot deliver a machine for a year or two years, they say so, and the Japanese importer knows this and can count on getting his goods at that time. We must be on the alert in this respect also. When travellers come out to Japan to sell goods, they must be able to tell when delivery can be made. This reminds me of a salesman from Toronto who was out in Japan recently. I loaned him my Commercial Exhibit Room, where he was displaying his goods. It happened that one day he was out when a customer came in. So I went in and talked with the customer instead. I started off by saying that this was a Canadian company, and that he must not get it confused with any other. In talking about the question when delivery could be made, I referred to the fact that certain travellers from other countries promised quick delivery, al-

though they never delivered the goods on contract time, but that Canadian firms never did this. That Canadian firms were British firms and told the truth and promised nothing they could not fulfil. Just then my Canadian friend came in, so I retreated to my own office. In a little while he followed me to my room, and one of the first things he said to me was, "Darn it all; I promised July delivery to that fellow, but I know we can never do it." After the assurance I gave this Japanese I hope that I am still in Canada when that July delivery is supposed to take place.

Lack of Appreciation of Japanese Market

One reason why our exports to Japan have been so small up to the present is the fact that Canadian business men don't seem to appreciate the potentialities of the market. They have not studied the people and the conditions under which they live.

How many of you, for instance, have an accurate idea of the expense sheets which your best salesman is going to turn in when he returns from his trip to Japan next month, next year or whenever you can get him off. Do you know that the cost of living in Japan is higher than it is in Canada to-day? Do you know that in the hotels we have to pay as high as 45 yen a day for a double room with bath? Do you know that butter is $1.10 per lb., beefsteak 50 cents a lb.. fillet of beef 75 cents a lb., sugar 30 cents a lb., and so on? Do you realize that a Japanese outfit of clothes costs as much and more than our own does? Do you know that the little entertainment which one of your clients will give you at a Japanese geisha house from 7 to 11 p. m. some night will cost him about 100 yen, and that if your salesman gives a similar party to any of his Japanese, that it will cost him twice as much.

In other words, the spending power of those Japanese you are dealing with is high. The middle and upper classes of Japan to-day could live in Canada just as well as in Japan, as far as the cost of living is concerned. Don't get into your head the idea that there is only a market for cheap goods in Japan. Remember what I said about the pianos.

Prejudice Against Japan

Another phase of the situation which I am often asked about and which I know is a deterrent factor in our relations with Japanese importers is the question of the reliability of the Japanese trader.

You probably have often been told that in Japan the trader occupies a very degraded position amongst the community; in fact that he ranks at the bottom of the list. This statement although true in the past, is not true to-day. Formerly there was in Japan what they called the "Shi-no-ko-sho" or the order of precedence. First came the warrior, then the farmer, third the artisan or artist, and finally the trader. To-day the militarists are still ranked as coming first, although they have not quite as much administrative power as formerly, but are struggling hard to hold on. However, this has nothing to do with my subject. But after the soldier now comes the trader and the best brains of the country are now occupied in commercial and professional work. Business is no longer looked down upon. The Japanese now is a money maker.

At first, as I said, the trader was very low in the social scale. For this reason it was quite to be expected that he would have no compunction about getting his money by hook or by crook. However, after Japan was opened up to foreign trade, and the Government saw the advantages of commerce, they did everything possible to encourage the best people in the country to take up a commercial life. As a result we have such old established firms as the Mitsuis, and Mitsubishi, firms which to-day are worth millions. Of course there is the small unreliable firm also, but they are to be seen in any country. Yes, and a few such firms in Canada have made themselves notorious in Japan through their crooked dealings. But on the other hand there are many well-established Japanese houses that have built up a big business on modern lines and on correct ethics and principles. Of course there may be an occasional Canadian who has received a bad shipment from a Japanese firm or you may have sold goods to one who has not accepted your draft when presented, but this also occurs in any country. Canadian firms have been known to do the same thing; in fact, I keep a file in my office entitled "Complaints against Canadian Firms" in which I have two or three such cases, but such firms are usually houses which should have been avoided in the first place.

Make sure who you are dealing with before you commence operations. Financial reports can be obtained on any firms in Japan, just the same as they can in this country. If you will communicate with my office, we will gladly get you a financial report on any firm you are about to sell to—although of course we can take no financial responsibility for such firms.

I think much of this prejudice against Japan and its traders is due to the Japanese laborer. This is B. C.'s problem, and it is not for me to discuss, but we must remember that the Japanese importer and the laborer are two different propositions altogether. So don't be prejudiced in one case on account of what you read in American or Canadian papers *re* Japanese labor. Study the matter out for yourselves, and consider it purely from a business standpoint. If your Japanese client is reliable, why should you not sell to him just as much as to your South American or other clients?

What we must do to Increase Our Sales in Japan

If you are to increase your business with Japan, you must first of all change your whole plan of attack from the present incomprehensible to a more businesslike, practical and thorough-going system.

Salesmen

You must first of all send out your best salesmen. Better still, you yourself should go to look after the ground. Let your best salesman go the next year.

Go prepared to stay a month if necessary. You cannot do things in Japan nearly as quickly as you think you can and as you probably will plan to do. About two-thirds of your time will be taken up with useless talk about the weather, and the other one-third you may talk business. The Japanese are slow to make up their minds, particularly if it's a new brand you are trying to introduce. You must bring full sets of samples, prices, and be able to give complete information as regards deliveries, etc. You will meet many different buyers and must be on the outlook for the best man to represent your firm and the best way to handle the business.

Canadian Branch Commission Houses

We must have a dozen or so really good, live houses in Japan—branches of Canadian firms—to push the goods which you manufacturers with to sell in Japan.

Such houses can be purely import houses or they can export Japanese goods as well. But they must be well fixed financially, particularly for the import business. In the first place, the running expenses of an office now are very high.

Your Canadian manager should receive at least 1,500 yen a month. But if the business were a large one and the responsibility heavy, he should get more. He also should get a small commission over and above a certain set value of annual business done.

The manager of your Paper and Pulp Department will receive at least 1,200 yen a month, plus a commission. Rents are high, running from 250 yen to 1,000 yen per month —depending upon size and location.

Your stenographers will want 400 yen per month.

Your bantos (or salesmen) must be paid yen 100 to yen 250 per month, depending upon their experience, plus a small commission on the business they turn in. Then there are other expenses, such as taxes, travelling, etc., etc.

Another reason why an import firm should have good financial backing is that it can do better business if they have a warehouse or showroom and can carry stocks of standard goods. You can figure on getting from five to ten per cent. more for spot goods in Japan, because when your Japanese friend wants something, he wants it right away—and would rather pay a little more for it than wait and take the chance of the market falling, etc., etc.

To my mind, the best way of handling export business in Japan is to accept orders on a basis of 25 to 30 per cent. cash. Then if the purchaser does not accept the goods when they arrive you will be covered with the initial cost paid and could sell the goods to other purchasers.

Japanese firms usually prefer to supply an irrevocable letter of credit, or, as they call it, "letter of credit, form B." This, of course, is just as satisfactory, as you are fully protected. But these two methods are the only reliable ways of doing business, and particularly so for a new firm, which has not the long years of acquaintance with Japanese buyers.

Foreign Agents

If you do not have your own man on the ground, and if you have no Canadian houses to handle your goods —then you must either fix up an agency with a Japanese firm or with one of the foreign commission houses already located there.

This arrangement may be quite satisfactory if you are lucky enough to find a good firm which does not already represent a similar line.

But there are some disadvantages. A British house, for instance, will naturally take more interest in things which are produced in the British Isles than in any other imported goods. If he cannot get a thing at home, he will then gladly consider Canadian goods in preference to any other. We must remember that we compete with the Mother Country in Japan, the same as we do with the United States or any other country. Business is business wherever you go and you cannot get away from that fact. Of course, once a British house takes up a Canadian line, he will back it up just as much as any of his other British goods. But the fact is that these British houses are nearly all old, well-established firms, and that as far as sole agencies are concerned they are already booked up with firms in the British Isles. This, of course, applies in a different way to other houses, American, French, etc. They naturally are not so interested in our goods as British houses would be, and they are all out there pushing goods usually made in their own country. Although during the war it was a case of getting the goods from whatever source possible, and this is still more or less being done.

With the Canadian import houses you get the personal and patriotic element—and this accounts for a lot these days, not to speak of the intimate acquaintance with your local Canadian conditions, goods, manufacturing and shipping facilities, etc., all of which would result in a better understanding and better working arrangements.



A Dock Scene at Yokohama

Showing one of the big C. P. O. S. Trans-Pacific Liners Docking

Export Associations

I think that a satisfactory business might be done if certain manufacturers would group together for export business. I don't mean this in a general sense, but three or four large Canadian concerns who do not make similar goods but affiliated lines—would join hands in sending a man out to open an office.

Take, for instance, iron and steel—there might be one firm who made iron and steel bars of all kinds and structural steel. Number two firm might manufacture nails, bolts, screws, etc. Number three firm would specialize in iron and steel ware. Number four firm might make steel and iron pipes—and so on. One man could well represent all these firms impartially, yet each firm could contribute so much to the maintenance of his office in Japan.

This could be done in a bigger way—that is an iron and steel, chemical, food product and lumber manufacturer could get an all-around man to go out and open an office for them. He would have to have Japanese bantos for each line, but he could attend to all sales, etc., himself.

This is only a suggestion, but it is being done right along in buying goods from Japan. Men come to Japan representing, say, four or five of the big department stores located in different cities in the United States. He buys for them all, thus saving them considerable expense, etc. Each of them pay him, say, $200 a month; this allows for a good man and at the same time is much less than they would have to pay a sole representative. Why can't this be done in export business? I think it can; but it needs Canadian initiative and co-operation, and I know you can do it very easily if you set about it.

Samples, Prices and Catalogues

After what I have said before this evening, it is unnecessary for me to again remind you that when you have your arrangements made for representation in Japan, you must keep such fully supplied with all date relating to prices—c.i.f. Japan. These prices should hold good for, say, two months, so that your agents could sell firm without any preliminary cabling, correspondence, etc. As I pointed out before, you would have a general understanding with your agent that he was to demand a certain percentage of cash with order. Then you would be fully protected. The purchaser would pay balance on delivery of goods. If he revoked, you could then sell to somebody else without loss.

Canadian Trade Commissioner's Office

Canadian Trade Commissioner's offices *have* been known to be of some service in introducing a manufacturer's goods in a foreign country. I have sometimes seen newspaper reports of some Canadian's visits to a foreign country in which he perhaps takes quite a whack at the dilapidated, unbusinesslike, medieval and stick-in-the-mud fashion in which some Canadian Commissioner's offices are conducted. I receive some dozen Canadian newspapers regularly, and I always glance through them eagerly to see if I can find my own "death knell." However, I might add that such remarks come usually from some one who is out to buy goods. These people don't seem to understand that the Canadian Trade Commissioner service is established for the promotion and extension of Canada's export trade, and that we have no machinery at our disposal for encouraging foreign competition with Canadian manufacturers. I say we can sometimes help to sell Canadian goods—but only if we are fed properly with samples and full particulars, etc.

In my own case, I might say that in nine cases out of ten Canadian firms, in sending catalogues or prices, quote f.o.b. factory. This is as good as useless. Japanese buyers want to know how much the goods are going to cost them laid down in Japan. It is almost impossible to figure it out at our end. We can get the steamship freight rates from Yokohama to Vancouver, but it is impossible to get accurate rail rates. I have tried, Japanese buyers have tried, and the best we can do is to get the freight rates which were in vogue say three or four months ago. The steamship people will tell you, "We don't know if they have changed or not recently." But we cannot do business on conjecture. You are probably selling to a party who have an inquiry for the goods from a third person. Your buyer must know the c.i.f. price because he is going to make a contract with his client, and if he does not know exactly the c.i.f. cost he stands to win or lose.

Can you not, therefore, see that it is absolutely necessary to have a c.i.f. cost? Please don't ever write to my office quoting f.o.b. factory. It is useless, it is a waste of time and money, and you can assure yourself beforehand that no business will result.

Then you must have samples; also, the first date delivery can be made. With these particulars we can go to an importer and say, "Here are the samples. These goods will cost you such and such delivered. Are you interested or are you not?"

Small Profits and Big Turnover

To compete on the Japanese market you must keep your prices down to the minimum. During the war materials brought ridiculously high prices; but these times have passed. Competition is now keen and we must be content with less profits. Some firms doing an export business in Japan, taking advantage of a big demand, charge excessive prices. That is, they take the money while the going is good. These firms, however, do not create a good impression and by doing this probably kill their future business. Be content with a small profit, but only a big turnover.

When introducing your lines for the first time be prepared to meet the competition of another brand, no matter whether you lose money at first. In other words, put your loss down to advertising.

A few months ago samples of a Canadian article were received at our office. They were shown to one of the biggest firms in Yokohama. These people were interested, and taking the samples showed same to their various clients. The goods were tested and found to be the equal of a similar American product, while the prices and discounts were exactly the same. Owing to the fact that the American article was well known on the market, users would not buy the Canadian brand, even though they knew the quality was just as good, unless there was some further inducement in the way of a little lower price. So I wrote to the Canadian firm asking them to accept just a slightly lower quotation for the first few shipments in order that their goods might be introduced. On the other hand, the Yokohama firm sent in a trial order and said that they would give them away if the Japanese firms would not buy them, just to get the new brand known. This is the way we want to look at these things. The commission house, being interested in the goods was game enough and enthusiastic enough to lose money over the first transactions. Are you willing to meet them half way and stand a slight loss in order to find a permanent market? The day before I left Japan I received an answer from the Canadian firm in question, in which they said: "We are in receipt of your very kind favor of February 26th, and this letter shows us that you have been to a great deal of pains and trouble to represent this industry, and we certainly appreciate the attention you have given and the fairness with which you have undertaken this work. We will, we assure you, do our part also."

Delays in Correspondence

Another thing which Canadian firms don't realize is that it takes time to send letters and cables to Japan and get a reply thereto. This often results in misunderstandings. You may write to a firm offering them the agency for such and such a line and ask them to let you know immediately whether they wish to take it on. In your letter you give your client full information as regards the article. You count on hearing from him, say, in six weeks. In the first place, your letter may be delayed. It may reach Japan on time, but get lodged in a Japanese post office for a few days or even weeks. He eventually gets your letter and replies in the affirmative. You, not hearing from him when you think you should, consider that he is not interested, and may make arrangements with another firm. In the meantime the original recipient of your letters considers that he has your agency and begins to sell the goods and probably makes a few contracts. You can easily see the complications that develop. This has happened two or three times to my knowledge, and I am sure that there must be many other similar cases. The same thing applies to cables. They are more often than not received in mutilated condition and have to be often repeated—which takes times. Sometimes they are not received by the firm in Japan at all.

Always Acknowledge Your Correspondence

Another matter I should mention with reference to correspondence is the acknowledgment of enquiries. Japanese or foreign firms in Japan write to Canadian manufacturers about getting some of their lines, and never receive a reply. This often happens; indeed, I myself could name a few prominent manufacturers of Canada who are guilty on this score. Always answer your foreign correspondence, no matter if you are interested or not. It only costs you five cents, while the value to the good name of Canada cannot be estimated. We don't want Canadian firms to get the reputation of being neglectful and careless, and one firm can do a lot of damage, so I hope you will all co-operate in this respect.

Postage to Japan

I said postage to Japan is five cents. Every mail that comes into our office from Canada brings in twenty or

thirty letters with only three-cent stamps. This means we must pay eight sen on each letter. Strange to say, the newspapers seem to be the greatest offenders in this respect. I generally, when answering these letters, try to make a sarcastic remark, "Please advise your mailing clerk that postage to Japan is five cents, not three,"—but this usually does not "take hold." However, this is one of the preliminary points on export business in which there is no excuse for making a mistake, particularly as it makes a bad impression with the Japanese when he has to pay for a letter he receives, as he, of course, thinks the correspondent must be a small one and new in the exporting arena.

Transportation

As regards inland transportation, you know better than I do if there are any improvements that could be made to facilitate export shipments. Everything possible should be done to rush export freight to the seaboard. Through bills of lading should be issued and issued in such a way that they can go forward on the same vessel as the freight. They should be issued by any railway company and subject to ocean transportation by any vessel upon which first freight space can be secured. That is, the goods should not be held up at a port waiting some particular boat when other vessels are going out upon which the goods might be shipped. One of the most frequent complaints I receive from Japanese importers is that Canadian goods have arrived, but with no invoices. This means great delay to the consignee in getting goods cleared through the customs.

Branches in British Columbia

But by far the best way, the easiest, and the most practical method of increasing our exports to Japan (and this is a feature of my address which I hope you will ponder over and remember, even if you do not sympathize with any of my remarks made so far), I say by far the most practical way to increase our sales to Japan is to build branch plants in British Columbia. Here you are on the Pacific seaboard, where there are plenty of fine factory sites to be had. Think how much easier it would be to load vessels right at your own docks; think how much better you could handle your shipments to Australia, New Zealand, China, the Strait Settlements, Sumatra, Java, and the other Dutch East Indian islands, India and Japan. Here you have a market comprising about 350,000,000 people—all of which can be handled from this province, much better than from any other part of Canada.

Have you ever thought about the enormous possibilities of this province for trans-Pacific trade? Do you know about the wonderful natural resources of this province? Do you know that there are supposed to be 22,595,200,000 tons of coal in British Columbia? That there are very large deposits of iron ore and limestone—all in close proximity to the coal mines? Consider the other side of the picture—do you remember that I said Japan was starving for steel of all kinds, that she would take all the surplus supplies of a British Columbia steel industry? Let me read what Mr. Watson Griffin says about this province in his book, "Canada the Country of the Twentieth Century."

British Columbia is a Manufacturing Province

The farms, forests, the mines, and the fisheries of British Columbia will give employment to a large population, but one of the most important industries of the future will probably be manufacturing. With numerous water powers, great supplies of coal, all the metallic minerals, and immense forests of the finest timber, no country is better suited for iron-making and wood-working industries, while the climate is especially suited to the manufacture of textiles. It is well-known that a moist climate is most favorable to the successful manufacture of the finest grades of cotton and woollen goods, and there are many points along the coast admirably suited to textile manufacture. Immense areas of land are suitable for sheep raising. Raw cotton can be imported from the Southern States, Brazil, Australia or India, and wool from New Zealand.

Yes, British Columbia has the makings of a wonderful manufacturing province and we want the co-operation of all you manufacturers to make it so. My friend, Mr. Davidson, the Industrial Commissioner, will gladly give any of you full particulars *re* advantages of Vancouver, and he will be delighted to take you around to look over possible sites. For my part, I will be ready to co-operate with you at all times. Therefore, gentlemen, locate your branches in British

Canadian Banks

Another most important link in the chain of export essentials, is the bank. Until a year ago there was no Canadian institution of this kind in Japan. But now, next door to the Canadian Trade Commissioner's office in Yokohama, you will find the Park-Union Bank, which as you know is a combination of the National Park Bank of New York and the Union Bank of Canada. This bank is manned chiefly by Canadians, and I may say that its establishment in Japan has proved a great success. Too bad it did not locate there a couple of years sooner. They have branches in Yokohama and Tokyo and are soon to open in Kobe.

It seems to me that there is room for another real Canadian bank in Japan—one which is not affiliated with even an American institution. The bank is a good advertisement of the country it represents. It stands for something which cannot be advertised in any other way: the financial security of Canada. Why should we not have our banks in Japan? Is there any good reason? We have them in other small countries and islands, and here in one of the first five powers of the world there is only one. Of course, all your banks will tell you: "Well we have our own agents in Japan"—Japanese banks and other foreign banks. What good does that do Canada compared with a visible Canadian institution. Canada is never heard of through these Japanese bank agencies—what interest do they take in us? Yes, the bank is the greatest foreign trade propagating influence there is to-day. Look what an important place German banks occupied in the foreign trade of that country. The Deutch Asiatic Bank has one of the finest bank buildings in Japan to-day at Yokohama. What a good thing for Canada it would be if the brass sign on that building could be replaced with one bearing the name of some good Canadian banking institution. Our banks must keep up with the times. They must take the lead in directing the channels through which our trade is to flow. Indeed, Tennyson should have said: "More things are wrought by banks than this world dreams of."

Difficulties Under Which Foreign Firms in Japan Operate.

Sometimes you may appoint an agent in Japan and find that after a year or so the business returns are not as great as you think they should be. Now, in fairness to these foreign houses in Japan, who are all competing for Japan's trade—doing a mighty and a noble work for their respective countries—I would like to mention some of the difficulties which they have to contend with. But in my capacity of Canadian Government Commissioner it is not for me to criticize the public services of another country.

Japanese Government Encourages Home Manufacture

Japan is a highly protectionist country and in many cases the duties on manufactured articles are levied on a basis of from 35 to 50 per cent.—the duties being specific. Raw materials are generally free, while semi-manufactured articles pay a low rate of duty. In the case of export goods there is an elaborate system of drawbacks.

My friend, Mr. Crowe, the British Commercial Secretary, figured it out that owing to the general advance in the value of goods and to the growing proportion of imports of raw materials, and semi-manufactured articles, the average *ad valorem* rate of duties on dutiable goods had been generally falling. So that in 1913, although it amounted to nearly 20 per cent., by 1918 this rate had dropped to 8.25 per cent., while if non-dutiable goods were included the rate in 1913 which was 10 per cent., had dropped to only 3.79 per cent. in 1918.

Besides encouraging the production of goods at home by a high tariff, the Japanese Government also helps in other ways—in many cases it actually controls the industry—having advanced the money for its organization. There are also different industries which receive Government subsidies. On the other hand as I mentioned before, in all Government contracts the general policy is only to use domestic manufactured goods—such for instance as asbestos goods, paint, etc. It also maintains experimental stations where experts trained abroad carry on experiments and help to get new industries started.

Government Monopolies

For your information I might mention that the Japanese Government operate all the railway, telephone and telegraph services. It also has a monopoly in the handling of camphor, salt and tobacco. The tobacco monopoly profits amounted to 72,967,800 yen in 1918, the salt monopoly to 7,460,300 yen, and camphor (crude and oil) to 938,760 yen, while the profits upon the Imperial railways amounted to 66,262,980 yen in the same year.

Trade Mark Registration

I feel that I should say a word as regards trade marks. You probably often hear of firms having trouble in Japan over the imitation or piracy of their trade mark by Japanese firms. Although this is not so common now, as in the past, I regret to state that instances of this are still quite prevalent.

There is a Trade Mark Law in Japan, as in other countries which have adhered to the International Convention, for the Protection of Industrial Property (1883). Canada (as a Dominion), although not a party to this treaty, is entitled to all the rights in respect of patents of inventions and trade marks secured to British subjects generally under this treaty. Canada had an agreement of her own with Japan under the Treaty of 1894, but this treaty was denounced by Japan which wished to have a treaty drawn on new lines. But the matter seems to have been allowed to drop as nothing further has ever been done in the way of forming a new treaty.

The chief point of difference in the granting of patents in Canada and in Japan is that Japan recognizes the priority of registration, while with us it is the priority of user which is the determining factor.

It is therefore most important that before a Canadian firm even introduces a new line on the Japanese market that they should see that their trade marks are registered.

You will run across many things in Japan, which at first sight look like an imported article—but in picking it up and examining it carefully you will see a misspelt word on the label. There is probably as many brands of "Genuine old Scotch whiskey" sold in Japan as in Canada (no, I won't say Canada or America, but the United Kingdom). This is nearly all made in Osaka, so that the phrase "Osaka Scotch" has come to mean now amongst the foreigners in Japan—"a bad imitation."

Most of such imitations are done by very small concerns, and usually are confined to such articles as can be produced with small capital—such goods as soaps, perfumes, biscuits, confectionery, sauces, etc.

It is to be hoped that this matter will be given more attention by the influential men of Japan, and that laws will be passed which will make the punishment so severe for these trade-mark pirates, that they will not try it a second time. At present the punishment is very mild indeed, so mild in fact that a good Canadian brand on the market before registration is in great danger of being imitated. So, have your trade marks registered!

Fees for Trade Mark Registration

For your information the fees for registration are as follows:—

1. Y3.00 upon application.
2. Y20.00 upon registration.
3. Y10.00 upon assignment.
4. Y2.00 upon application for renewal.
5. Y20.00 upon renewal.

Japan as a Competitor

You have probably from time to time encountered Japanese competition both in your domestic business and in foreign territories. I am sorry that my time does not permit me to dwell at length upon this important subject; I would just mention a few pertinent facts, however, to show you that you need have no serious apprehensions as regards competition from Japan:

1. Most of the things manufactured in Japan are of a class which we don't make in Canada.
2. In regard to such manufactures which are common to both countries, may say that the costs of production are increasing very rapidly and that the quality of Japanese goods usually is inferior compared to Canadian manufactures; Japan manufactures for a cheap trade, she supplies low-priced articles which were formerly made by the Huns. Her best product—silk—is not made in Canada, and therefore does not compete with us.
3. Many of the markets found by Japan during the war are now being lost, owing to the fact that countries are getting back to their old sources of supply. The Japanese themselves realize this, and both Government, manufacturers and exporters are doing their best by amalgamations and consolidations to strengthen their position.

Cost of Production

I just referred to cost of production. Perhaps the following figures, which were supplied me by the Osaka Chamber of Commerce, will be of interest as showing the wages received in March, 1919.

To get the approximate wages of to-day, I think we should add another 20 per cent. It must also be remembered that textile workers get their board and lodging in part payment.

Kind.		March, 1919.
Flour miller	Men	.40-1.75
Cotton spinners	Mon	.35-1.69
	Women	.25- .76
Woolen cloth weaving mill	Men	.48-1.42
	Women	.30-1.10
Iron forger (shipbuilding)	Men	.43-2.60
	Women	.35-. 45
Glassmaker	Men	.60-1.60
	Women	.30- .35
Cement worker	Men	1.04-2.65
	Women	.41- .67

(*Continued on page* 146).

News From the Tariff Department

Board of Customs Decisions—Various Rulings Made as to the Duty Applicable on a Number of Commodities

JUTE WEBBING, plain, per sample, declared to be dutiable under tariff item 546 at the rate of 10%; and jute webbing, colored, per sample, declared to be dutiable under tariff item 538 at the rate of 25%.

Toluol and Xylol, declared to be subject to duty under tariff item 711 at the rate of 17½%.

Pyro Putty, per sample, exported by the Pyro Products Company, Chicago, Ill., consisting of two fire clays and ganister, mixed with water, declared to be entitled to entry under tariff item 295 as free of duty.

Betson's Plastic Fire Brick, exported by the Betson Plastic Fire Brick Co., Rome, N.Y., consisting solely of a mixture of fire clays and water, in a plastic state, declared to be entitled to entry under tariff item 295 as free of duty.

Oval butted iron pipe, per sample, when widest diameter not over 1½ inches, declared to be entitled to entry under tariff item 397 as free duty.

Hollow oblong metals of sheet steel, per sample, for the manufacture of loose-leaf binders, declared to be dutiable under tariff item 454 at the rate of 30%.

Wooden spools or reels, per sample, used as containers for importing tin foil, enamelled wire, etc., such as are returned to exporter for re-filling purposes, declared to be dutiable under tariff item 506 at the rate of 25%.

The following publications of the American Baptist Publication Society, declared to be entitled to entry under tariff item 172 as free of duty, viz:—

"Keystone Primary Stories,"
"Beginners' Course."
"Primary Course."

Silk in the gum, or spun silk, imported for the manufacture of hosiery, declared to be not entitled to free entry under tariff item 577, as socks and stockings are not considered "underwear" (in effect from 2nd June, 1920).

Zinc circles, 9-3/16 inches in diameter, per sample submitted, declared to be dutiable under tariff item 346 at the rate of 25%.

Copper in bars and rods, when imported for use in the manufacture of edgwise winding for electric motors or generators, declared to be dutiable under tariff item 348(c) at the rate of 10%.

"Ark Safe" brown paper bag linings, per sample submitted, declared to be dutiable under tariff item 193 at the rate of 27½%.

S.S.W. Dental Equipment Stand No. 3, per catalogue illustration submitted, imported by S. S. White Dental Manufacturing Company, declared to be dutiable under tariff items 453 and 453(a) at the rate of 27½%.

Ritter Dental Equipment A.C. Unit, per catalogue illustration submitted, declared to be dutiable under tariff item 453 at the rate of 27½%.

Steel screws, per samples, for sewing machines, declared to be dutiable under tariff item 413 at the rate of 35%.

Dryers and crushers for preparing coal for the mixer in connection with the manufacture of fuel briquettes, declared to be dutiable under tariff item 453 at the rate of 27½%.

Re value for duty of building plans and blue prints. Decided that section 2 of Appraisers' Bulletin No. 152 be amended by striking out the words, "One per cent." and substituting therefor the words "Two per cent."

Departmental Rulings

Monopole oil, per sample, ruled to be dutiable under tariff item 711 at the rate of 17½%. This ruling will therefore cancel ruling on Monopole oil in Bulletin No. 630, page 21.

Dyflake, imported by F. W. Woolworth Company Ltd., from the Dyflake Manufacturing Company, of Brooklyn, N.Y., ruled to be dutiable under tariff item 246 at the rate of 22½%.

Powdered wax for dancing floors, ruled to be dutiable under tariff item 252 at the rate of 27½%.

Boiler superheaters are rated for duty under tariff item 454, as "parts" of boilers are not provided for in item 453. Wrought or seamless iron or steel tubes for boiler superheaters ruled to be entitled to entry under tariff item 395 as free of duty.

New Australian Tariff in effect March 25th last makes wheat, wheat flour and semolina dutiable when imported from Canada. Similar products when imported into Canada from Australia would therefore now be dutiable,—wheat, at the rate of 12 cents per bushel under tariff item 60(a), and wheat flour and semolina, at the rate of 50 cents per barrel under tariff item 61(a).

Excise tax on imported automobiles adapted or adaptable for passenger use. The excise tax is 15 per cent. of the customs duty paid value when the home consumption price to consumers (including the United States excise tax), plus the actual customs duty payable on entry is $3,000 or less each, and is 20 per cent. when over that amount.

The following Chain Blocks are now manufactured in Canada, and such articles are therefore not admitted under tariff item 470 as free of duty, when imported for the equipment of ships and vessels:

Triple gear type up to and including 20 tons capacity.

Spur gear type up to and including 5 tons capacity.

Spur gear type (electric) up to and including 2 tons capacity.

Travelling spur gear type up to and including 5 tons capacity.

Worm gear type up to and including 30 tons capacity.

Travelling worm gear type up to and including 20 tons capacity.

Gravity lowering worm gear type up to and including 5 tons capacity.

Differential type up to and including 3 tons capacity.

Architects' Plans and Blue Prints

The Department of Customs has cancelled the former instructions re Architects' Plans and Blue Prints and has issued the following rules for the guidance of its officers in the entry and appraisement of such plans.

1. The rate of duty on Drawings, Blue Prints and Building Plans is 22½% ad valorem under tariff item 180. Specifications, however, are free as "manuscript," when written or typewritten.

2. Special Plans of Building, or blue prints as substitutes therefor, are to be valued for duty at the charge usually made by the architect for the drawings, without the specifications. This charge may be fixed for duty purposes at two per cent. of the estimated cost of the building to be erected.

Detailed drawings, or blue prints as substitutes therefor, if imported separately, to be appraised at a valuation of two per cent. of the estimated cost of such detail.

3. When the building is estimated to cost less than $10,000, the plans or blue prints thereof may be appraised at the usual charges for furnishing same, according to the special circumstances in each case irrespective of the preceding rule (No. 2).

4. Blue Prints or copies of Building Plans may be admitted at the cost of production when duty has been once paid on the original or a copy thereof in Canada under the foregoing rules, upon proof of such payment to the satisfaction of the collector at the port of entry.

5. Blue Prints of cars and machinery, being copies of standard designs, may be valued for duty at 75 cents per pound.

Competitive Plans for Exhibition.

6. Competitive Plans brought in for inspection may be entered as for warehouse and inspected under customs supervision, subject to payment of duty within 60 days unless then rejected and ex-warehoused for exportation.

Steamship Sailings

Proposed Sailings from Montreal, Quebec and Vancouver, Subject to Change Without Notice

FROM MONTREAL.

To Liverpool.

*Empress of France	C.P.O.S. Line	Ab't	Sept.	8
Minnedosa	C.P.O.S. Line	Ab't	Sept.	11
Canadian Conqueror	Can. Gov't Mer. Marine	Ab't	Sept.	11
*Empress of Britain	C.P.O.S. Line	Ab't	Sept.	15
Metagama	C.P.O.S. Line	Ab't	Sept.	18
Megantic	White Star-Dominion Line	Ab't	Sept.	18
*Wilhelm	C.P.O.S. Line	Ab't	Sept.	22
Corsican	C.P.O.S. Line	Ab't	Sept.	25
*Victorian	C.P.O.S. Line	Ab't	Sept.	29
Canada	White Star-Dominion Line	Ab't	Sept.	25
Canadian Ranger	Can. Gov't Mer. Marine	Ab't	Sept.	25

*Sails from Quebec.

To London.

Verentia	Cunard Line	Ab't	Sept.	7
Lexington	Furness Line	Ab't	Sept.	9
Bothwell	C.P.O.S. Line	Ab't	Sept.	11
Venusia	Cunard Line	Ab't	Sept.	14
Canadian Signaller	Can. Gov't Mer. Marine	Ab't	Sept.	20
Mottisfont	C.P.O.S. Line	Ab't	Sept.	24
Scotian	C.P.O.S. Line	Ab't	Sept.	24
Canadian Rancher	Can. Gov't Mer. Marine	Ab't	Sept.	28

To Glasgow.

Cicilian	C.P.O.S. Line	Ab't	Sept.	8
Cassandra	Anchor-Donaldson Line	Ab't	Sept.	11
Pretorian	C.P.O.S. Line	Ab't	Sept.	17
Cabotia	Anchor-Donaldson Line	Ab't	Sept.	19
Saturnia	Anchor-Donaldson Line	Ab't	Sept.	25
Canadian Warrior	Can. Gov't Mer. Marine	Ab't	Sept.	15
Canadian Volunteer	Can. Gov't Mer. Marine	Ab't	Sept.	18

To Avonmouth.

Turcoman	Dominion Line	Ab't	Sept.	8
Montcalm	C.P.O.S. Line	Ab't	Spet.	17
Vellavia	C.P.O.S. Line	Ab't	Sept.	21

To Manchester.

Manchester Brigade	Manchester Liners	Ab't	Sept.	9
Manchester Hero	Manchester Liners	Ab't	Sept.	18
Manchester Mariner	Manchester Liners	Ab't	Sept.	30

To Leith.

Cairndhu	Thomson Line	Ab't	Sept.	25

To Newcastle-on-Tyne.

Cairndhu	Thomson Line	Ab't	Sept.	25

To Cardiff and Swansea.

Canadian Voyageur	Can. Gov't Mer. Marine	Ab't	Sept.	20
Canadian Runner	Can. Gov't Mer. Marine	Ab't	Sept.	28

To Belfast.

Melmore Head	Head Line	Ab't	Sept.	8
Bally Gally Head	Head Line	Ab't	Sept.	10
Carigan Head	Head Line	Ab't	Sept.	25

To Rotterdam.

Ramore Head	Head Line	Ab't	Sept.	12

To Antwerp.

Grampian	C.P.O.S. Line	Ab't	Sept.	10
Bothwell	C.P.O.S. Line	Ab't	Sept.	11

To Hamburg.

Ramore Head	Head Line	Ab't	Sept.	12

To St. Nazaire.

Cape Corso	Marine Navigation Co.	Ab't	Sept.	15

To Kingston (Jamaica).

Canad'n Adventurer	Can. Gov't Mer. Marine	Ab't	Sept.	10
Canadian Trader	Can. Gov't Mer. Marine	Ab't	Sept.	25

To Rio de Janeiro (Brazil), Montevideo and Beunos Aires.

Canadian Seigneur	Can. Gov't Mer. Marine	Ab't	Sept.	10
Canadian Planter	Can. Gov't Mer. Marine	Ab't	Sept.	20

To Barbados, Trinidad and Demerara.

Canadian Gunner	Can. Gov't Mer. Marine	Ab't	Sept.	20
Canadian Farmer	Can. Gov't Mer. Marine	Ab't	Sept.	22

To South Africa—Cape Town, Port Elizabeth, East London, Durban and Delagoa Bay.

New Brunswick	Elder-Dempster Line	Ab't	Sept.	15
New Georgie	Elder-Dempster Line	Ab't	Sept.	30

To West Africa—Dakar, Sierra Leone, Seccondee, Accra, Lagos, etc.

Melville	Elder-Dempster Line	Ab't	Sept.	15

To Australasian Ports—Melbourne, Sydney, Auckland, Wellington, Lyttleton and Dunedin.

Gambada	New Zealand Shipping Co.	Ab't	Sept.	10
*Durham	New Zealand Shipping Co.	Ab't	Oct.	5

*Does not call at Dunedin.

To St. John's, Newfoundland.

Canadian Miner	Can. Gov't Mer. Marine	Ab't	Sept.	17

To India and Far Eastern Ports.

Halesius	Houston Lines	Ab't	Sept.	25

FROM VANCOUVER.

To Kobe, Yokohama, Moji, Nagasaki, Japan.

*Monteagle	C.P.O.S. Line	Sept.	14
*Methven	C.P.O.S. Line	Sept.	17
†Empress of Russia	C.P.O.S. Line	Sept.	23
†Empress of Japan	C.P.O.S. Line	Oct.	12
†Empress of Asia	C.P.O.S. Line	Oct.	21
*Mattawa	C.P.O.S. Line	Nov.	10
†Empress of Russia	C.P.O.S. Line	Nov.	18
*Monteagle	C.P.O.S. Line	Nov.	27
†Empress of Japan	C.P.O.S. Line	Dec.	7
†Empress of Asia	C.P.O.S. Line	Dec.	16
*Methven	C.P.O.S. Line	Dec.	20

To Shanghai, Hongkong, China.

Monteagle	C.P.O.S. Line	Sept.	23
Methven	C.P.O.S. Line	Oct.	12
Bessie Dollar	Canadian Robert Dollar Co.	Oct.	15
Empress of Russia	C.P.O.S. Line	Middle	Oct.
Empress of Japan	C.P.O.S. Line	Oct.	21
M. S. Dollar	Canadian Robert Dollar Co.	Nov.	10
‡Protestilaus	Blue Funnel Line	Nov.	18
Empress of Asia	C.P.O.S. Line	Nov.	27
Mattawa	C.P.O.S. Line	Dec.	7
Empress of Russia	C.P.O.S. Line	Dec.	16
Monteagle	C.P.O.S. Line	Dec.	20
Empress of Japan	C.P.O.S. Line	Sept.	14
Empress of Asia	C.P.O.S. Line	Sept.	17
Methven	C.P.O.S. Line	Late	Sept.

To Manilla (Philippine Islands).

Bessie Dollar	Canadian Robert Dollar Co.	Late	Sept.
M. S. Dollar	Canadian Robert Dollar Co.	Oct.	15
Empress of Asia	C.P.O.S. Line	Oct.	21
Empress of Russia	C.P.O.S. Line	Nov.	18
Empress of Asia	C.P.O.S. Line	Dec.	16

To Singapore (Strait Settlements).

Methven	C.P.O.S. Line	Sept.	17
Bessie Dollar	Canadian Robert Dollar Co.	Late	Sept.
M. S. Dollar	Canadian Robert Dollar Co.	Oct.	15
Mattawa	C.P.O.S. Line	Nov.	10
Methven	C.P.O.S. Line	Dec.	20

To Honolulu and Suva.

Niagara	Canadian Australian Line	Sept.	15
Tahiti	Canadian Australian Line	Oct.	13
Niagara	Canadian Australian Line	Nov.	10
Makura	Canadian Australian Line	Dec.	8

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Waimarino	Canadian Australian Line	Sept. 15
Niagara	Canadian Australian Line	Sept. 15
Canadian Winner	Can. Gov't Mer. Marine	Sept. 30
Tahiti	Canadian Australian Line	Oct. 13
Rona	Canadian Australian Line	Oct. 15
Canadian Prospector	Can. Gov't Mer. Marine	Oct. 30
Waihemo	Canadian Australian Line	Early Nov.
Niagara	Canadian Australian Line	Nov. 10
Waikawa	Canadian Australian Line	Early Dec.
Makura	Canadian Australian Line	Dec. 8

*Do not call Nagasaki.
†Do not call Moji.
‡Do not call at Shanghai.

Boys' and Girls' Clubs in Manitoba

(*Continued from page* 88).

vegetables. With an increased interest in vegetables canning has developed and last year there were 5000 exhibits.

The mention of exhibits implies a club fair. All the clubs conclude their season's work with a fair where prizes are offered for the best exhibits.

Such a fair with prizes is a great benefit to a club as it rouses competition and stimulates interest. It is natural and commendable for a boy or a girl to want to do well, to excel in doing it, and to be glad of praise. Because the fair is merely to introduce a competitive element into the club work, the fair or the prize should never be placed before a member as his aim. So large cash prizes are inadvisable. A prize list should cultivate a natural spirit. If too much emphasis is laid on the fair and the exhibit, and the child enters only to win a prize much of the value of the fair is lost. The important thing about the club work is not the fair but the project itself. The fair is only the consummation of earnest, careful work carried on throughout the summer. In this work the boys and girls need supervision from enthusiastic, trained leaders. Such leaders should be people of the community who are interested in the boy and the girl and are able to help them on specialized lines.

The fair, fulfilling its purpose, brings the best work of the different club members together. By such an exhibit the real scope and the nature of the club work is brought home to many who have been merely onlookers. The fair is in itself an education, for here club members can see the best and get to know the best products in various lines, and so can establish ideals for which to strive. One member of the Virden Boys' and Girls' Club said, "I was disappointed when I saw that my buds did not win the prize, but I decided to find out why they had not won it and whose fault it was. My losing the prize made me more determined than ever, so I started twelve months before the next fair day to prepare my work." The next year her buds won first prize.

The Boys' and Girls' Club work has become so popular that the T. Eaton Company and the Manitoba Bankers' Association, co-operating with the Department of Agriculture, have for the past few years provided special trips to Winnipeg for boys and girls who won in certain projects. This year the T. Eaton Special is a trip for one demonstration team out of every two inspectorates. These teams will be taken to Winnipeg for one week where they will compete for Provincial honors and also go sight-seeing. The trip provided by the Bankers' Association is for the encouragement of live-stock projects. Any member of the local club securing the highest score in calf and pig raising, provided there are at least six contestants in either class, is eligible for this trip. In Winnipeg these members compete in live stock judging.

Such trips stimulate a greater interest in club work among boys and girls. The trip brings members from various clubs together. It broadens their ideas on club work, and takes them from the local to the provincial viewpoint.

But the club means more to the members than a mere organization for the carrying on of projects. It looks after their social welfare, for the club does not aim at all work and no play. Organized play has been taken up, for boys and girls demand play, not merely because it is a way of working off surplus energy, but because it is one of nature's ways of teaching her young. The Boys' and Girls' Club teaches farming and housekeeping by the play method. They go one step further and have a play day or picnic. Frequently part of the Club Fair day is set apart for games. This brings the boys and girls, men and women, together for a social time. By having them play together the club is helping to teach its members the business of life, and is creating a better and finer community spirit.

The Boys' and Girls' Club is of vital importance, especially in rural districts and small towns. Life here is apt to be humdrum if the boys and girls fail to appreciate the things around them. Few of the lessons at school are related to their life on the farm. The fact that a broker in Montreal received 2 per cent. commission on some stocks he sold means nothing to them. Because school is uninteresting many boys and girls about twelve years of age are longing to break away from that which seems to bear no relation to their life. Club work has helped to relate the school to the child's environment. The problem it brings to him may be dealing with the 7 per cent. butter fat his cow gives and whether it is profitable to keep her.

Academic work has been benefited because of the added interest the children have in problems which relate to the life in which they live. The Club, working through the school, can and does interest the boys and girls in the home and the home farm. Moreover, by establishing an organization for co-operation the boys and girls are learning the community idea. They are learning to think together, work together, and play together.

Buy New Plant

Dominion Loose Leaf Company, Limited, Are Increasing the Size of Their Ottawa Plant

The Dominion Loose Leaf Company, Limited, printers, bookbinders, and manufacturers of loose leaf systems and devices at Ottawa, Ont., have recently bought a plant and some property from the Library-Bureau Company. The land purchased is situated very centrally in Ottawa, being about five minutes' street-car ride from the City Hall, and only half a block from the "Driveway." It has a total area of about two acres.

On this site the company are erecting a large one-storey daylight plant which will give a factory floor space of about 45,000 square feet. The entire plant and stock rooms will be on one floor. The expansion has been found necessary, as for some time the company have been crowded for space in their present quarters. The new plant will furnish facilities for an increased output.

Canadian Patent for License

Benham & Sons, Limited, of London, England, are desirous of licensing a Canadian firm to manufacture their steam radiator as covered by Canadian Patent No. 194,459.

For full information apply to
FETHERSTONHAUGH & CO. (Solicitors for Benham & Sons Ltd.).
Royal Bank Building, TORONTO

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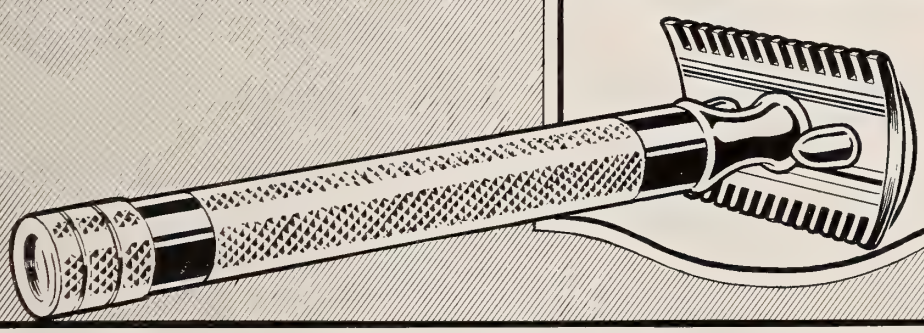
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Gillette Safety Razors, made in Montreal, go to the ends of the earth!

Great as is the demand right here in Canada, we have a surplus of the famous razors and blades, for which there is an eager market wherever men shave.

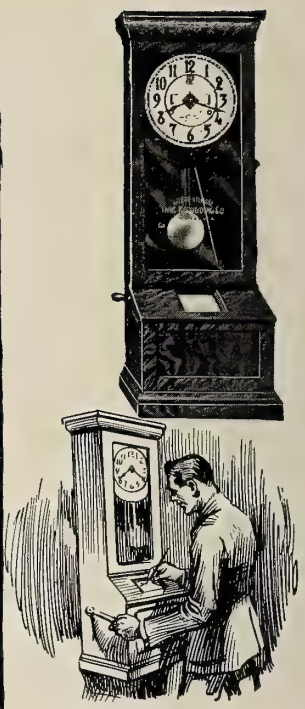
The Gillette Safety Razor Co. of Canada, Limited
73 St. Alexander Street, Montreal, Canada

CANADIAN And Proud of it









Working Time is Always Precious

Every minute of working time you buy should be recorded. The time record should be made by the employee himself—so he will be satisfied with it. At the same time it should be infallibly accurate and unchangeable. Working time is your biggest raw material purchase.

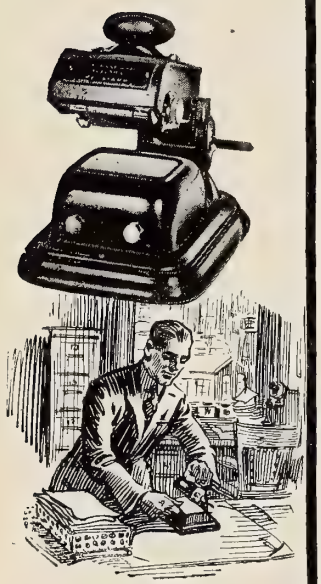
International Time and Job Recorders

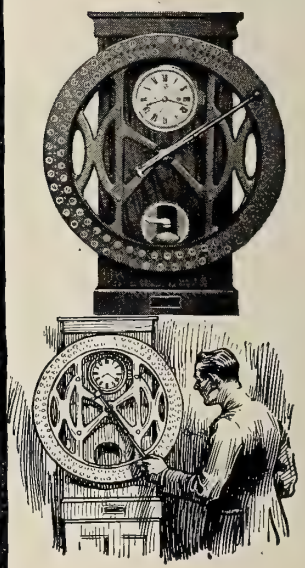
We make time recording systems to suit any kind of business. Salary time, piece work time, process time—any kind of working time you buy can be measured on our machines. We specialize on electrical installations, whereby all clocks, recorders, program devices, time stamps, etc., are controlled and synchronized by a Master Clock.

Literature on request

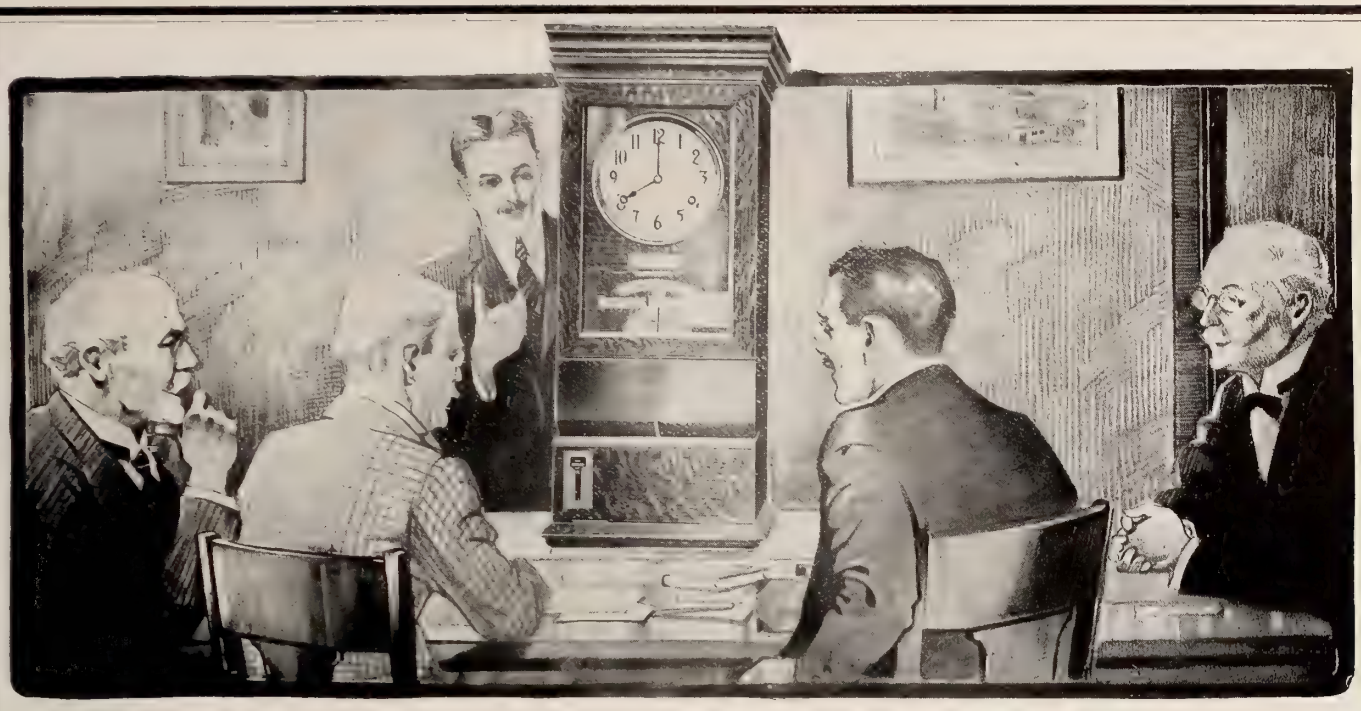
International Business Machines Company, Limited
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FRANK E. MUTTON, Vice-President and General Manager
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Branches in all Principal Cities

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(Also manufacturers of Dayton Scales and Hollerith Electric Tabulators.)

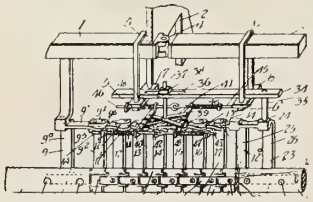
PATENTS FOR SALE



WAGON provided with a chassis, a plurality of radially disposed springs, a means for centrally swivelling the front wheel axle upon a plate whereby the wagon can be easily operated when turning. Full particulars and descriptive matter will be sent upon request. Wm. S. Smith Austin, 53 Hudson St., Johnson City, N.Y., U.S.A.

TIRE TREAD having a series of endless flat wire cables arranged at the tread and covering the tread. This should be a most efficient tread, and owing to its lasting qualities, it should become a good seller on the market. Can. and U.S. patents are for sale. Full particulars can be obtained from the patentee, James W. Taylor, Dudley, Idaho, U.S.A.

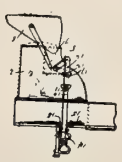




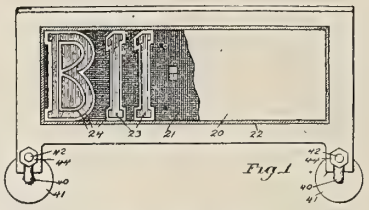
LITTER CARRIER consisting of a pole track adapted to swing to any desired angle and a track connection between the stationary track and the pole track, adapted to bend so as to form a continuous track connection. Full particulars can be had from the patentee, William S. Beaty, Milton, Ont., Canada.



HANDLE FOR SHOVELS AND THE LIKE. This invention relates to attachments for shovel handles where the hand grips the handle and acts as a protection to the hand when digging trenches, post holes or other narrow excavations. Can. and U.S. patents for sale. William Cooper, 120 S. Clinton St., Syracuse, N.Y., U.S.A.



CAR STEP, whereby the lower step of a street or railway car will be folded or unfolded by the conductor when leaving or stopping at the station. Full particulars can be had from the patentee, Henry B. Stratton, 500 Grover St., Warrensburg, Mo., U.S.A.

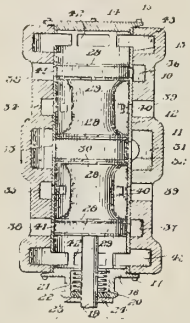


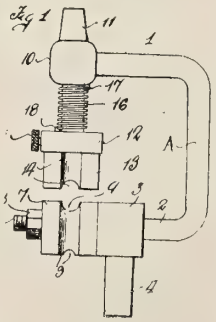
SIGN consisting of a frame in which a translucent plate on which characters are displayed, is mounted, a light carried in said frame for illuminating said translucent plate whereby said characters become visible. Full particulars can be had from the patentees, Messrs. Geo. W. Balogh and Ladislaw Puski, 561 South St., Detroit, Mich., U.S.A.



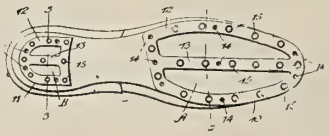
SWITCH SIGNAL adapted to be mounted on switches, which is useful in day time as well as at night for clearly indicating at a distance whenever the switch has been left part way open instead of being entirely closed. For full particulars, write John Craigmyle, Danville, Ill., U.S.A.

VALVE FOR ENGINES, whereby more efficient power production is obtained. It can be manufactured cheaply and is most durable. Canadian and U.S. patents for sale. Full particulars can be obtained from Giovanni Antonelli, Sparks, Nevada, U.S.A.

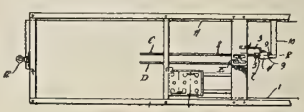




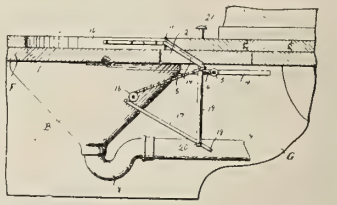
SWAGE ATTACHMENT FOR ANVILS wherein a blacksmith can use the swage without the need of a helper. Can be attached to any ordinary anvil and quickly adjusted for use with different sizes of work. U.S. and Canadian patents for sale by Abraham L. Amos, 405½ W. South St., South Bend, Ind., U.S.A.



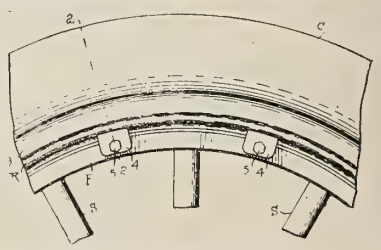
CAULKED SHOE PLATE for lumbermen's boots, formed of relatively thin flexible and elastic material. The material is provided with a series of spaced outwardly projecting caulks and a means for suitably connecting the plate to the shoe. Full particulars and sample can be had from the patentee, Stephen A. Moore, Powers, Oreg., U.S.A.



AUTOMOBILE TAIL LIGHT, which has many good features, and is adapted to operate with the longitudinal movement of the shift rod of an automobile mechanism so that the lights will be turned in the direction that the automobile is turning to. Canadian patent for sale. Full particulars can be had from James A. Ross, 515 Barrington Street, Halifax, N.S., Canada.



CUSPIDOR. This invention is one which can be used in hotels, public places or private homes. Can be made in different sizes and connected up with the waste pipe, so that it can be properly flushed out. Full particulars can be obtained from Mr. Wm. Dunnell, 289 Hartford Ave., Detroit, Mich., U.S.A., whose Can. patent is for sale.

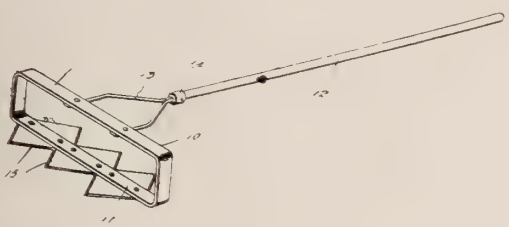


TIRE, provided with improved clincher channels and a new construction in the general make-up of the tire, and tubes seated within the tire and chamber afforded by the opposite faces of the rim and holder member. Full particulars can be had from the patentee, J. H. DeLong, 553 Sixth Ave., North Troy, N.Y., U.S.A., whose Canadian patent is for sale.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE

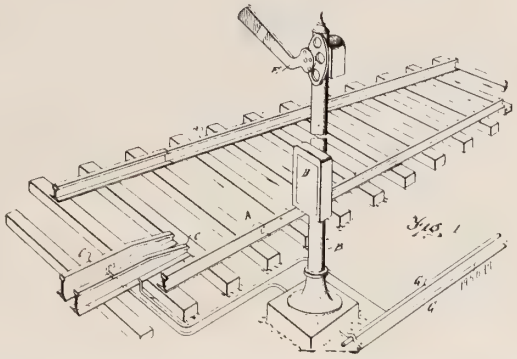
BIT, on which figures are imprinted showing the distance from the point of the bit, so that a carpenter can tell the distance the bit has travelled into the wood or other material. Canadian patent for sale by Mr. Ernest R. Mosher, Bayside, N.S., Canada.



AGRICULTURAL IMPLEMENT. This device is one of simple construction, easy to manufacture, and can be sold at a good profit. Canadian and U.S. patents are for sale. Full particulars can be obtained from Mr. S. B. Svendsen, Espanola, Florida, U.S.A.

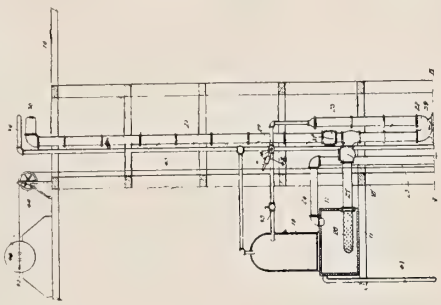
AIR-LIFT PUMP, which can be operated on either water or oil wells. The pump has been used successfully in Southern California oil wells, and full particulars can be had from the Tucker Pump & Engineering Co., 108 W. Washington St., Los Angeles, Cal., U.S.A.



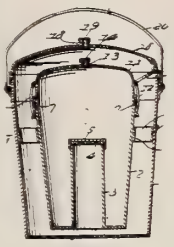


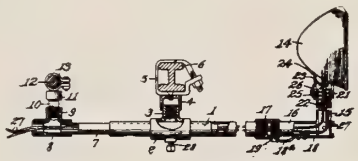
BRAKE FOR TRAINS, consisting of a pair of auxiliary rails located adjacent to the track rails so that when the train goes over the same, an electric circuit is closed for automatically operating the air brake mechanism on the train. Canadian patent for sale. Full particulars can be obtained from V. S. Burton, Box 6, Courtright, Ont., Canada.

PUMP. Patent on a pump for pumping water with foreign substances therein, such as water from coal, iron mines, etc. Manufacturers of pumps should obtain full particulars of this invention as it has considerable merit. Herman A. Herpst, Box 638, Norway, Mich., U.S.A.



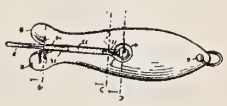
CULINARY UTENSIL, consisting of a pair of boilers, one disposed within the other, for boiling puddings or the like. It also has the alternative function of an ice cream freezer. For full particulars, write Sarah K. Allison, 504 E. Washington St., Macomb, Ill., U.S.A.

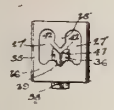




DIRIGIBLE HEADLIGHT. Many constructions have been worked out, but owing to the simplicity and efficiency of this construction it should prove to be a commercial success when properly placed onto the market. Full particulars can be had from the patentee, Thomas Padgett, care The Wooden Ventilator Co., East Palestine, Ohio, U.S.A., whose Canadian and U.S. patents are for sale.

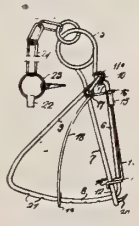
ARTIFICIAL FISH BAIT, consisting of a spoon in which an ordinary hook is threaded through a set of openings situated longitudinally of the spoon. Any ordinary hook can be used so that if a hook breaks, the ordinary hook which the user has can be readily adjusted into position without losing the entire spinner. Samples and full particulars can be had from Frederick Dubrow, care his attorneys, Harold C. Shipman & Co., Ottawa, Canada.

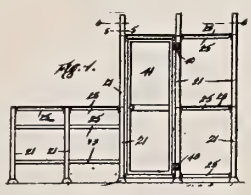




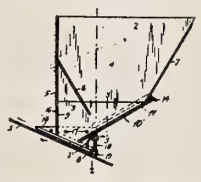
GUN SIGHT, having a V-shaped notch in the front sight and an opening in the rear sight through which the front sight is visible, a depending pointer co-operating with said notch to determine the sighting elevation without excluding the object from view. Patents for sale by Herman R. Frensdorf, Tipler, Wisconsin, U.S.A.

ANIMAL TRAP, consisting of a looped member in which the animal is gripped by a spring-tensioned member upon attempting to pass through the loop. Can. and U.S. patents for sale by the inventor, Thomas J. Ellison, 220 N. Third Street, Richmond, Ky., U.S.A.



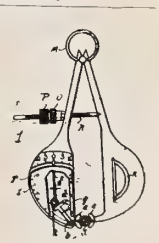


COMBINATION KNOCK-DOWN STRUCTURE, providing a plurality of frame members, including uprights adapted to be assembled to form various structures, such as lockers, closets and booths, or as desk and lockers in combination. Can. and U.S. patents for sale by Wm. Kopp, 8504 Lefferts Ave., Richmond Hill, N.Y., U.S.A.



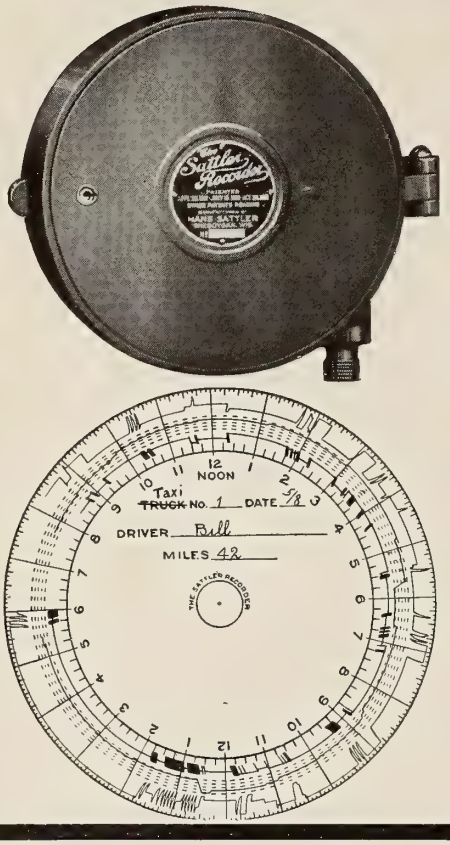
HOPPER BOTTOM, providing an improved means for discharging from a hopper onto a belt so as to avoid wear on the belt of the material, most of which would be in pulverulent condition. Can. and U.S. patents for sale by Frederick E. Carr, Box 22, Hercules, Cal., U.S.A.

INDICATING CALIPERS, equipped with a pair of sensitive contact pieces responsive to the least variations, which variations will be registered on a dial through the instrumentality of an amplifier. Can. and U.S. patents for sale by Harry B. Douglass, 127 Harmon Ave., Detroit, Mich., U.S.A.



HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

CANADIAN PATENTS FOR SALE



The Sattler Recorder

Are Your Repair and Tire Bills Too High?

They will not be if your truck is driven as it should be. With a Sattler Recorder on your truck this can be done. It tells you just how your truck is driven.

It gives a complete graphic record of the movements of a truck or automobile for 24 hours.

TIME: The duration of every movement and every stop, no matter how long or short, and the time they occurred.

SPEED: The speed at which **any mile or part of a mile** was made and **miles per hour.**

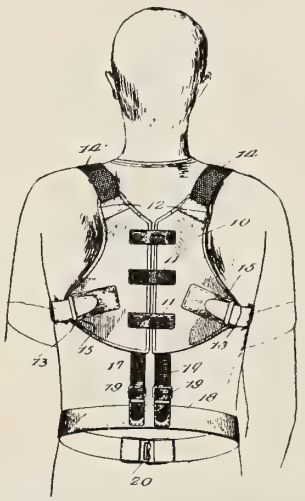
TOTAL MILEAGE: Computed every 20 miles.

And an extra time record having no connection whatever with the running part of the truck, **to guard against tampering,** making the record of the Sattler Recorder **positively reliable.** This record also shows whether the truck stopped on the right or wrong side of the street.

All the above records are on one chart, you file this chart and you have everything, a complete record.

Write for Descriptive Circular

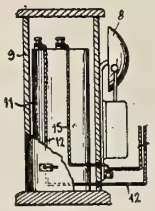
HANS SATTLER Sheboygan, Wis.



SHOULDER AND BODY BRACE, with yieldable connection between them and an abdominal belt so arranged and fitted as to be most adaptable for the purpose for which it is designed. Considerable money can be made out of this if properly handled. For full particulars re Can. patent, write to Willoughby D. Hardy, 610 W. 115th St., New York City, N.Y., U.S.A.

PATENTS
Trade Marks, Design Patents, Copyrights

Being near the Canadian Patent Office we are able to personally interview examiners, thus often getting broader claims and earlier allowance of your Patent. We have access to all Patent Office Records for making searches and report, and solicit the business of Manufacturers, Engineers and others who realize the advisability of having their Patent Business given PERSONAL ATTENTION by Experts at Ottawa.



RAIN ALARM, for sounding an alarm at the beginning of a rain storm, thus warning the occupants of its beginning, so that the windows and doors may be closed to prevent damage by rain. Full particulars can be had from the patentee, Arnold T. Soderquist, R. 1, Box 49, Dalbo, Minn., U.S.A., whose Canadian and U.S. patents are for sale.



VIOLIN PEG, which is designed to overcome the undesirable feature of the tension tightened peg. This peg will not break the side walls of the violin neck, and is adapted to engage a string securely. Full particulars can be had from the patentee, Mr. Peter D. Brown, 12 Markland Street, Kingston, Ontario, Canada, whose Can. and U.S. patents are for sale.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

NEWS AND VIEWS OF THE ASSOCIATION

Continued from Page 68

upwards of $50,000,000. The excavation section of the canal is 8½ miles long; the width of the rock section is 48' and that of the earth section 162'. The enterprise involves the excavation of 4,000,000 cubic yards rock and 11,000,000 cubic yards earth. A great deal of work yet remains to be done but the commission are advised by their Consulting Engineers that at the present rate of progress, the Chippawa-Queenston development will be ready and delivering power by October, 1921.

Visit of the Cleveland Chamber of Commerce

On the 11th of August, Toronto was favored by a visit from a delegation of the younger Executives of industrial firms, members of the Manufacturers' and Wholesale Merchants' Board of the Cleveland Chamber of Commerce, consisting of representatives of three groups—the Employment Managers' Group, the Production Managers' Group and the Accounting Managers' Group. These groups are organized for educational purposes, meeting periodically during the fall, winter and spring, and during the summer months, occasionally visiting industrial plants in a body. The Toronto Branch Executive made suitable arrangements to enable the visitors to visit some of the larger Toronto factories, when an opportunity was afforded to the production members of the delegation to see something of production methods in Toronto—the Employment Managers having the opportunity to discuss employment matters with the Employment Departments of these plants, and the Accounting Managers had the opportunity of discussing accounting problems with the Accounting Departments in the various local plants.

Before the delegates left the city, they explained their warm appreciation to H. Macdonald, the Secretary of Toronto Branch, for the facilities placed at their disposal and suggested that they in Cleveland would sincerely welcome a like visit from representatives of the Toronto factories, believing that it would be well worth while from an educational standpoint.

Quebec Division and Montreal Branch

By R. W. GOULD

Secretary, Quebec Division, C.M.A.

August, a month usually bearing the symptoms of lethargy in Association circles, owing to the absence of members on holiday trips, has been unusually busy this year. Several matters cropped up which were unforeseen, and accordingly some of the members had to change their plans and attend to them.

The matter which has been the cause of most activity within the circle of the Montreal Branch the application of the Bell Telephone Company to the Board of Railway Commissioners for authority to increase their tariffs. The fly in the ointment is that part of the application asking for permission to inaugurate a measured service system in the city of Montreal.

The Montreal Branch and the Quebec Division took the matter up immediately the application was made known. The Montreal Branch was represented in the matter at a civic meeting some days ago, after which the Administrative Commission asked that the branch name a representative on a special committee to co-operate with the Commission in preparing a case in rebuttal of the company's request. F. W. Stewart, chairman of the Montreal Branch, was named as the branch representative on this committee wih H. P. Diplock of the Steel Company of Canada and Michael Hirsch of J. Hirsch & Sons, as alternatives. The new committee has not yet held its first meeting. The Branch has sent a questionnaire to each of its members asking that they take a census of their telephone traffic over a period of a week and return the result to the Montreal office so that definite evidence may be secured in the matter to present to the proper authorities when the time comes. The Quebec Division has also taken the matter up and a meeting of the Quebec Branch will be held on September 3rd when the question will be discussed for that city.

In reply to a circular sent out by the Quebec Division, asking its members if any of them desired to submit evidence before the sittings of the International Waterways Commission to be held in Montreal sometime before October 15th, not a few of the members have replied stating that they are interested generally in the project and a few are preparing evidence for submission.

The Quebec Division suffered a severe loss in the personnel of its membership on Saturday, August 21st, when Eugene Julien, founder and president of Eng. Julien et Cie of the City of Quebec, died after a brief illness. Mr. Julien was a member of the Divisional Executive and one of our most active members in the city of Quebec. He had been a member of the association only one year but in that time had been most active in association work, particularly in connection with the new Budget Taxes introduced last spring. The Quebec Branch and the Provincial Division will feel his loss keenly and the business interests of the City of Quebec will have an empty niche difficult to fill as the late Mr. Julien filled it.

The entire membership of the Division is looking forward with a great deal of anticipation to a visit in October from prominent members of the association in Ontario. It had been hoped that these distinguished visitors could come to Quebec in September, when nature offers so much in this province, but other engagements prevented this wish being realized. They will be extended all the hospitalities and courtesies for which this province is famed. It is proposed to hold meetings in Quebec, Sherbrooke, Three Rivers and Montreal during this entente cordiale tour.

There has been a rush of foreign buyers to Montreal during the past month. Men from all quarters of the globe looking for all manner of manufactured goods have visited the Association Offices, and efforts have been made to assist them in securing the material they desire. All bear the slogan on their tongues, "We want Canadian goods if they are to be had."

A meeting of the Montreal Branch was held on August 10, and among other matters taken up was that of co-operating with the Chambre de Commerce in this city in a project for the publication of an Industrial and Financial Year Book for the City of Montreal.

An Industrial Development Committee of the Branch has been formed with Lt.-Col. W. J. Sadler as chairman. Colonel Sadler was chairman of the Montreal Branch last year and the organization of such a committee has long been one of his hobbies. Under his direction great expansion is expected.

The Graphic Arts Section has been unusually busy during the past month preparing for a survey of the printing industry in Montreal which will be started on October 5.

Lightning Rods

New Parliament Buildings at Ottawa are Being Equipped with the Shinn Flat System

Visitors at the Parliament Buildings during the past few days, says the Ottawa Farm Journal of August 24th, having had their curiosity aroused by the presence of steeplejacks on the top of the highest tower of the new Centre Block, will be interested to learn that this magnificent structure is being protected against lightning, thus setting Government approval on the lightning rod, an appliance whose high efficiency it took many years to establish from the practical side.

Special care is being taken that the installation be in keeping with the architectural features of the building. The work has been entrusted to the Shinn Manufacturing Company of Canada, of Guelph, Ontario, and is in personal charge of Professor W. H. Day, who for many years as Professor of Physics at the Ontario Agricultural College, carried on extensive research as to the efficiency of lightning rods, which resulted in establishing the fact that good lightning rods, installed in accordance with the laws of science are almost absolute protection against lightning. Shinn flat cable and Shinn equipment is being used throughout, and it is estimated that several thousand feet will be required to give a complete system for the many intricate features of the building, which in addition to being over 600 feet in length and 245 feet in width has some 20 odd chimneys and nearly a dozen towers of varying heights, the highest now completed rising 140 feet. The main tower, the footings of which have just been laid, will be from 300 to 350 feet in height when completed.

The skill and daring of the steeple-jacks commanded the admiration of those who chanced to witness their work, and their feats furnished thrills quite equal to those produced by the daredevil acts of the moving picture film.

The protecting of the new Parliament Buildings marks a forward step in the art of protection against lightning in Canada. It has been the impression with many that while protection was essential in the rural districts, where fire-fighting appliances are lacking, it was not necessary in urban centres. The heavy lightning losses on prominent buildings in cities during recent years, as evidenced by insurance companies, have emphasized the fact that if such structures were protected against lightning, vast sums of money would be saved annually thereby, and the resources and wealth of the nation correspondingly increased.

The Canadian Pacific Ocean Services have let contract to the Wallace Shipyards for a new passenger steamer for the coast service. The vessel, which will cost $1,500,000, will be 325 feet long with a speed of 17 knots and will be specially for the Alaska run.

ESTABLISHED 1875
The Boiler Inspection and Insurance Co. of Canada
Continental Life Building, Toronto

Issues Policies of Insurance after a Careful Inspection of the Boilers Covering Loss or Damage to Property and Loss Resulting from Loss of Life and Personal Injuries. Policies Guaranteed by The Hartford Steam Boiler Inspection and Insurance Company.
Assets for Security of Policyholders, $4,552,020.43.

H. N. ROBERTS . . . . . President
OLAF E. GRANBERG . . . . Vice-President
JAMES P. BYRNE . . . . . Secretary
M. B. ROBINSON . . . . . Asst. Secretary



Make That Dream Come True!

Most every manufacturer dreams of the day when his plant will have its own chemists and laboratories.

Then he can make invaluable checking tests and analyses, pursue constructive technical investigations, speed production and cut costs by scientific factory control.

Make the dream a profitable fact.

Have us detail one of our trained technical men to make a survey of your plant. He will do all that your own chemist or engineer could do—and more, for he brings to bear on ***your*** problem the concentrated experience of thirty years' work of Canada's foremost commercial laboratories.



MILTON HERSEY COMPANY, LIMITED
Industrial Chemists, Engineers and Inspectors
MONTREAL AND WINNIPEG

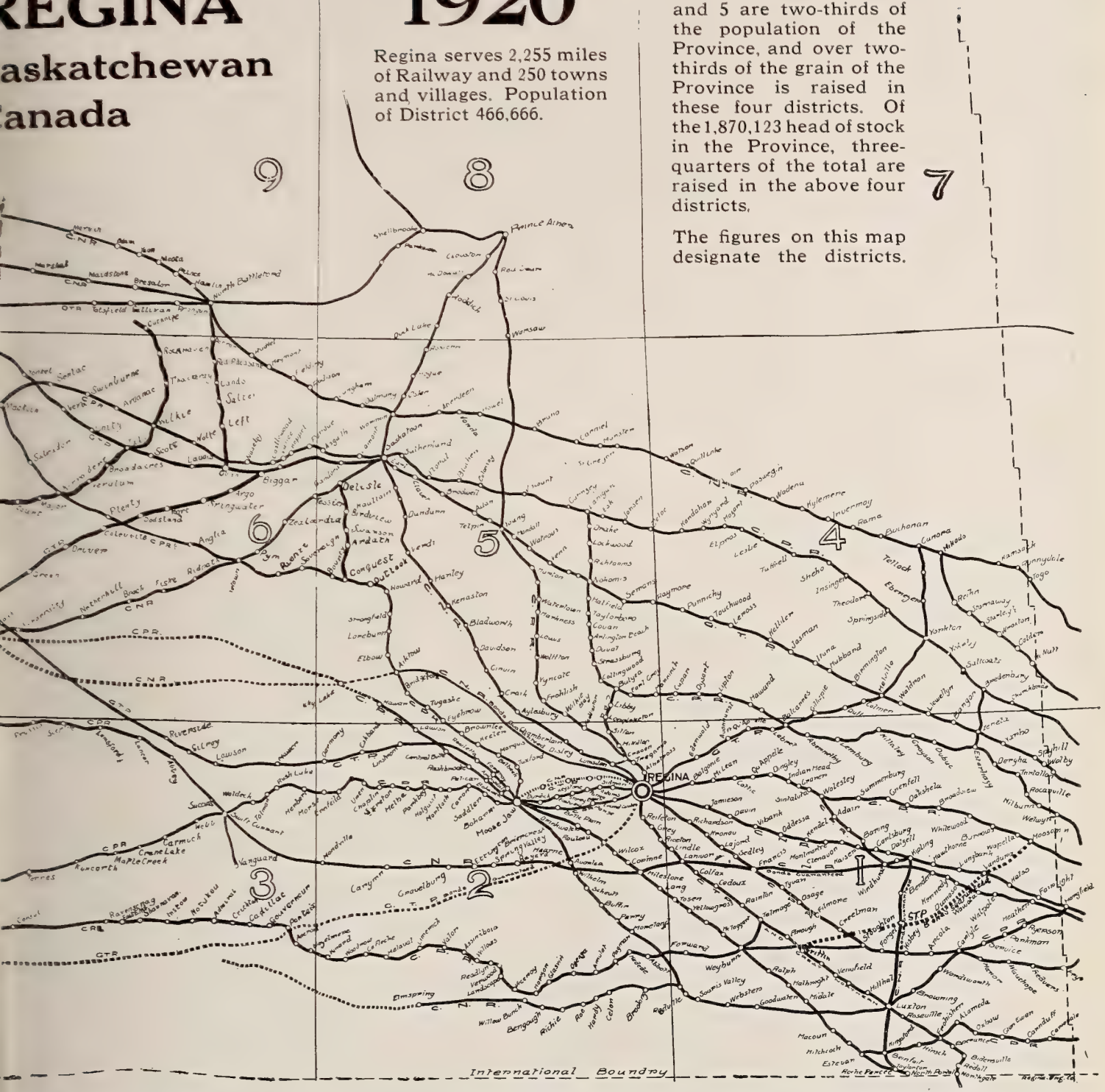
REGINA
askatchewan
anada

1920

Regina serves 2,255 miles of Railway and 250 towns and villages. Population of District 466,666.

In districts Nos. 1, 2, 4, and 5 are two-thirds of the population of the Province, and over two-thirds of the grain of the Province is raised in these four districts. Of the 1,870,123 head of stock in the Province, three-quarters of the total are raised in the above four districts.

The figures on this map designate the districts.



REGINA

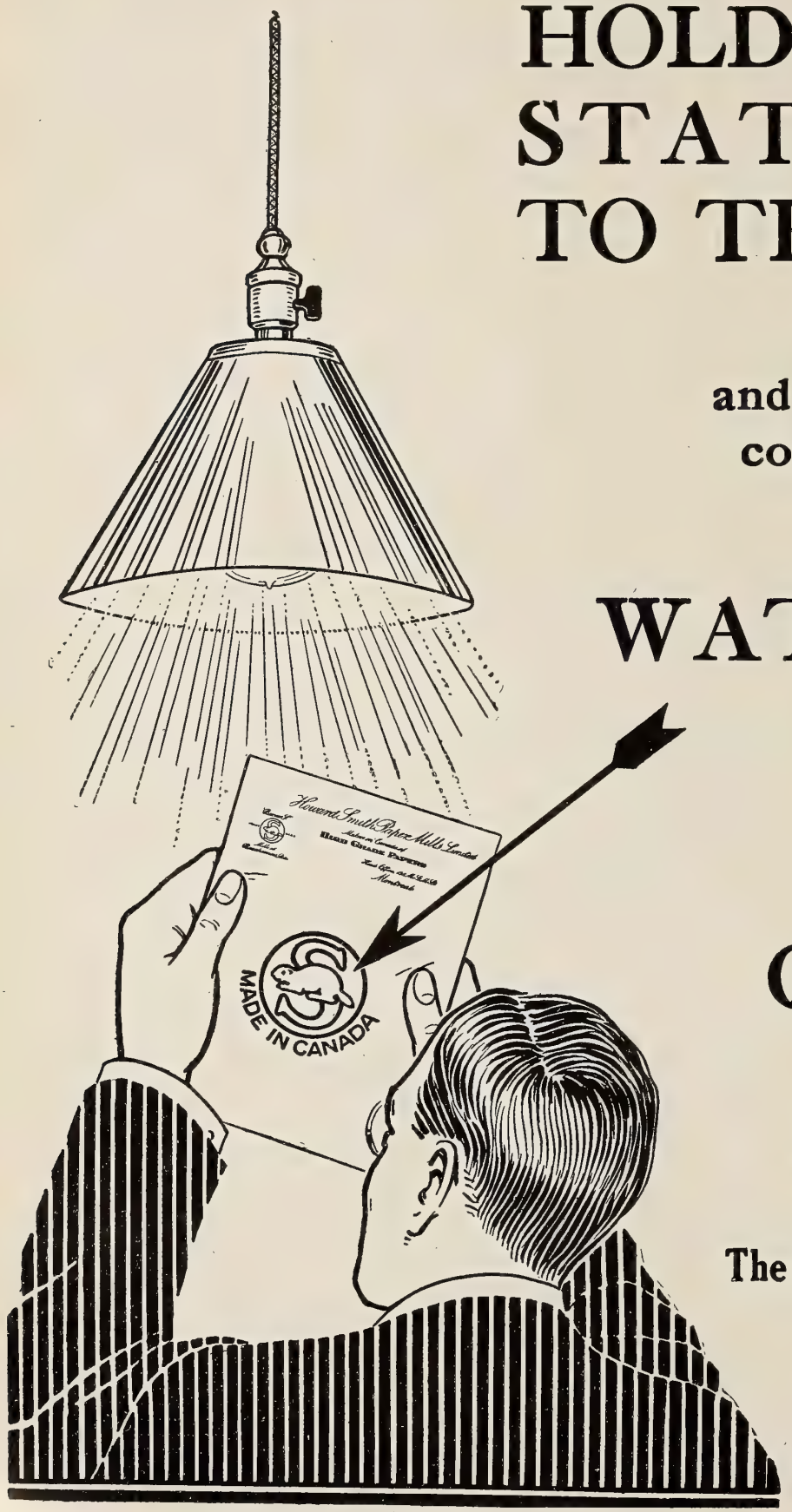
Saskatchewan's capital, is one of the few cities visited by the members of the Canadian Manufacturers' Association on their trip west to Vancouver, where the annual convention of the Association was held. Many of the manufacturers expressed great surprise at the growth and development that has taken place in this city during the last few years and predicted for it a great future, claiming that its geographical situation was of exceptional advantage as a distributing centre. The following is Regina's building programme, as of May 31st, for 1920:

Regina Trading Co.	$200,000	Sellers' departmental store extension	$50,000	Winnipeg Ceiling & Roofing Co.	$40,000
Fairbanks-Morse Co.	200,000	Car barn extension	30,000	Exhibition Grounds extensions	60,000
Provincial War Museum	500,000	Hospital extension	85,000	Disposal Works extensions	30,000
Wood, Vallance & Co.	250,000	Bapco warehouse	40,000	P. Burns & Co.	100,000
Public Schools (2)	250,000	Nay and James Block	20,000	Swift Co.	250,000
Collegiate extension	150,000	14th Avenue Methodist Church	10,000	Allan Wilkinson Stores	25,000
Sask. Co-operative Creamery	150,000	Carmichael Presbyterian Church	25,000	Leader Publishing Co.	20,000
Advance Rumely Co.	150,000	Wascana Boat Club	10,000	Miner Rubber Co.	50,000
Ford Motors, Limited	100,000	Red Cross Lodge	6,000	Masterson's Garage	35,000
Merchants Bank	100,000	Harding Garage	30,000	Bell & Ross Warehouse	35,000
350 residences, an average of $3,000 each	1,050,000	Wheelan's Garage	18,000		

Not a few of the above buildings are well under way of completion.

For further information apply to L. T. McDONALD, Board of Trade, Regina or Commissioner L. A. THORNTON, City Hall, Regina

HOLD UP YOUR STATIONERY TO THE LIGHT



and see that it contains this

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It is your guarantee for

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The Howard Smith Paper Mills
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138 McGill St., MONTREAL

MILLS AT

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OFFICE AND FINANCE

The Central Stenographic Bureau

A Labor Saving Device in Office Organization—Reducing Overhead Expense by Centralizing Stenographic Work

By ALAN M. IRWIN

LABOUR saving devices in the office do not confine themselves to mechanical arrangements. We feel that economies may be effected in a variety of ways. The Duplicator now takes the place of the ancient letter press and tissue leaved book. Telephones have superseded the mails in the transmission of what once constituted our least important correspondence. Handwriting in business is now confined to signatures on letters and cheques and the typewriter records our messages on paper.

All of these things must have seemed upheavals when they were introduced. Conservative business men shook their heads and prophesied endless troubles and expense in maintaining mechanical aid to efficiency. Business men who are far from conservative will even now fight tooth and nail against some innovations, especially if these, generally at the instigation of an efficiency engineer, touch too closely upon their own particular office or department.

Executives are prone to think that a personal stenographer is indispensable; they have always had one, why should they not continue? "She knows my work" is a common cry. Granted, but this is unjust: unjust to themselves and unjust to the stenographer. It is unjust to the executive in that it means inconvenience to him when Miss Jones is sick or on a vacation and a supply has to attempt to carry on. The stenographer, on the other hand, when tied to one executive and to his particular share of the business gets into a rut. To be sure it is a nice, soft, comfortable one. Its chief beauties consist of ample leisure when Mr. Brown is in conference or out of town, and quite often in addition, a nice little home to herself in which to work.

The Twentieth Century girl no longer considers business only as a stepping stone, she wants to be able to work, and to be promoted. She wants the same chance of advancement as her brother, and, given an opportunity to master the details of a business, she will prove of equal value.

The worries of Mr. Brown when Miss Jones is on vacation and the ambitions of Miss Jones seem rather far from our title. Let us link them up.

The Production Engineer understands the value of standardization. It saves him time and it saves the factory money. He standardizes certain parts and he centralizes the machines which make those parts.

The Office Manager as Production Engineer

By centralizing his force of stenographers, the Office Manager can standardize the firm's letters. By standardizing the letters he can save money, increase efficiency and build goodwill.

It is a known fact that the actual taking of notes and transcription thereof takes up only about fifty per cent of the stenographer's time. The balance is wasted in interruptions in dictation caused by the receipt of calls, personal or telephone, by the dictator; inter-leafing letter heads, carbons and copy sheets and getting supplies. In a central bureau these details may be attended to in bulk.

No office needs as many stenographers as there are correspondents. An intelligent arrangement will result in the elimination of an average of fifty per cent. Firms using the dictaphone have already experienced this. Dictating machines are costly and the good results obtained from their use may be enjoyed wthout the heavy initial cost.

Organization of a Central Bureau.

Requirements. A room large enough to contain the requisite number of machines. This room should be far enough away from private offices to deaden the sound of the machines. The machines should of course be equipped with sound deadening devices for the benefit of their users.

Supervisor. A good supervisor should be appointed, one of course possessing the necessary qualities of firmness, tact and organizing ability.

Stores. A store cupboard with sufficient shelving for a weekly supply of material.

Office Boy. The boy detailed to the Steno Division will attend to all necessary details of the work. His chief duties will be the assembling of supplies and their upkeep in the various desks. He will prepare letter head, carbons, etc., and place these in racks so that the stenographers may give all their time to transcription. Changing ribbons will be part of his duties, included in which is the care of the heavier cleaning.

Signal System. A system of signals from executive's desks to the annunciator at the supervisor's desk is essential unless it is desired to use the existing telephone facilities. Definite rules must be formulated and observed not only by the bureau, but also by correspondents. Stated periods for dictation readily become a habit. Interruption may be reduced by placing a schedule with the switchboard operator, who may, in the case of calls not vitally important, postpone these calls until after Mr. Brown's dictation period.

When the executive is ready to dictate, at ten, eleven or what hour is decided upon, he will press his button. The Supervisor of stenographers will detail a girl to take this dictation and will time her out on the roster. Other calls will be handled in rotation. The rotation should not be a definite standard as it may be found that the first hour of the morning will often be taken up with the transcription of less important letters crowded over from the previous day.

The messenger will make collections at stated intervals, taking completed letter to his desk where he will extract the carbon sheets. He will then deliver the correspondence to the supervisor who will check it over, credit the stenographers with their quotas, and mark up work for merit or demerit marks where such system is in vogue. Correspondence will then be delivered to executive for signature at hourly intervals in order that a steady flow through the

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Total Assets - $571,150,138

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The Bank offers a service of the highest order to Canadian manufacturers because of its 180 Branches located in important industrial and agricultural centres throughout Canada.

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DRAFTS—Money Orders and Letters of Credit issued, available throughout the world.

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SAVINGS received at all Branches—interest credited half yearly at current rate.

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HEAD OFFICE - TORONTO

mailing department to have its work finished when the office closes, thus eliminating the overtime which is common to this branch.

The supervisor should keep records of the quantity and quality of work turned out by individual stenographers; their attendance, punctuality and in fact anything that demonstrates their value.

Promotions and salary increases may be awarded on a scientific basis as a result of these statistics and the general standard of letter-writing raised.

Executives will be served always by someone having a general knowledge of their work, as every girl has had an opportunity of learning it.

Stenographers benefit by their increased knowledge of the different branches and departments and the firm saves valuable time and money.

There are of course exceptions. The President and the General Manager of large concerns often require the services of a private secretary, who, in addition to her stenographic duties, attends to the answering of the telephone, making of appointments and the confidential files. These things of course remain unaltered.

That the installation of the Central Bureau saves an average of fifty per cent. at least is generally conceded. In fact in one office the result was as follows:—

"There were nineteen private offices and each of these offices had its private ante-room for stenographer. The partitions were taken down with the result that a large general office was made. Lights were reduced from sixty-eight to twelve. Stenographers were reduced from nineteen to three."*

The above stands out as a particular and it may be an isolated instance, it nevertheless proves that the re-arrangement outlined may be of immense saving. And any saving in time, effort or money in these days of maximum production and minimum profits may be counted as money earned.

There are, naturally, some instances where it is cheaper to continue the usual system of one executive—one stenographer. In this, as in any matter calling for re-organization, it is advisable to go slowly and consider the question from all angles.

Time and motion studies are very necessary, and although these have been carried preceding the successful installation of this system where it is already in operation, it is advisable that they be carried out extensively before inagufation of the Bureau.

The office that saves money on its operations has graduated from the "overhead" to the producing class. Just as the appearance of your salesman, the dignity of your office, the courtesy of your juniors, are goodwill builders; so are uniform, neat and accurately typed letters. If your stenographers are on their mettle to produce good letters, then your letters are going to produce good results.

Change in Organization

Canadian Fairbanks-Morse Company, Limited, Increase Their Capital Stock

Some changes have been made in the organization of the Canadian Fairbanks-Morse Co. by sub-dividing the sixteen thousand shares of the capital stock of the company, now of the par value of one hundred dollars each, into eighty thousand common shares of no nominal or par value, and also increasing the capital stock of the company by the addition of forty-five thousand common shares of no nominal or par value, making the capital stock of the company one

* "Office Management"; The Alexander Hamilton Institute.

hundred and twenty-five thousand shares of no nominal or par value, provided, however, that the company shall carry on its business with a capital stock of two millions, one hundred and twenty-five thousand dollars ($2,125,000).

Three-Million Dollar Increase

Report of the Canadian Pulp and Paper Association on Exports from Canada

Pulp and paper exports from Canada for April, the first month of Canada's fiscal year, reached a total value of $8,172,356, as compared with $4,968,939 for April, 1919, an increase of $3,203,417. They were made up as follows:

Month of April	1919	1920	Gain
Paper & Mfgs. of	$3,630,238	$4,729,354	$1,099,116
Chemical pulp	1,120,990	2,936,633	1,815,643
Mechanical pulp	217,711	506,369	288,658
	$4,968,939	$8,172,356	$3,203,417

The greatest gain was in unbleached sulphite, of which 397,359 cwts., valued at $1,587,236 were exported in April this year as compared with 870,786 cwts., valued at $252,485, last year. Of bleached sulphite, 131,161 cwts. valued at $728,669 were exported this year, as compared with 80,259 cwts. valued at $363,732 last. Exports of sulphate (kraft) pulp for the month amounted to 163,533 cwts., valued at $620,728 this year, compared with 131,375 cwts., valued at $404,775, last. Exports of mechanically ground pulp for the month were 198,664 cwts., valued at $506,369, this year and 161,449 valued at $217,711 last.

Newsprint formed the principle item of the paper exports for the month. There was, however, a falling off in the quantity although an increase in value, there being 899,342 cwts., valued at $3,827,541, exported this year, compared with 920,592 cwts., valued at $3,160,318 last.

Exports of pulpwood for the month amounted to 40,433 cords valued at $420,741, a decrease from 68,680 cords, valued at $629,189, a year ago.

The distribution of the month's exports was as follows:

	United Kingdom	United States	Other Countries
Total paper	$344,517	$3,730,682	$654,155
Total pulp	514,568	2,506,825	421,509
Pulpwood		420,741	
Totals	$859,085	$6,658,248	$1,075,664

Making Friends By Telephone

(From "Ames Holden Shoe Facts for Canadian Shoe Retailers ")

Telephone customers are shown exceptional courtesy when dealing with a certain wholesale concern. The following telephone rules are adopted, and a list of them placed over the desk in the order department:—

(1) Answer telephones as soon as they ring, the customer can't see what's delaying you.

(2) Keep the customer's transmitter closed; outside conversation makes a customer feel neglected.

(3) Be patient—don't rush the telephone conversation; the customer may think you want to get rid of him.

(4) Personal and house calls must be dropped when a customer calls; we are in business to take orders.

(5) Don't forget the smile in your voice. The customer can't see you. Your voice forms his impression of the house.

(6) Try to remember voices; a customer feels complimented if called by name.

BANKING SERVICE

Your banking requirements may be entrusted to this Bank with every confidence that careful and efficient service will be rendered. Our facilities are entirely at your disposal.

THE CANADIAN BANK OF COMMERCE

PAID-UP CAPITAL - - - $15,000,000
RESERVE FUND - - - $15,000,000

65A

The Merchants Bank of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital - - - - - - $ 8,400,000
Reserve Fund - - - - - - 8,660,774
Total Deposits (July 31st, 1920) - - over 163,000,000
Total Assets (July 31st, 1920) - - over 200,000,000

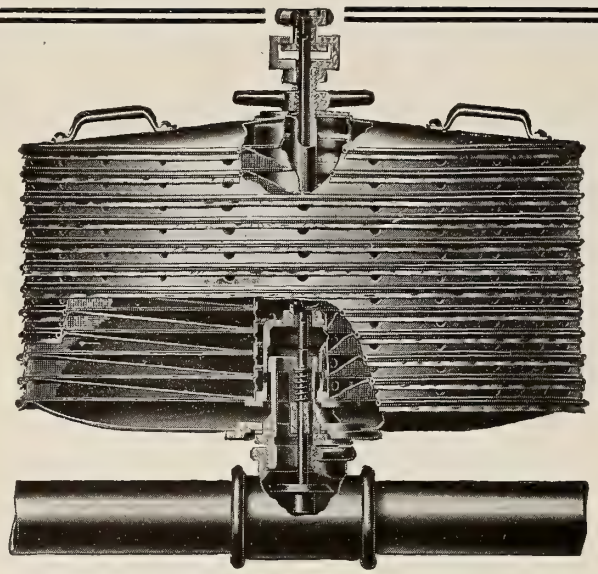
President: Sir H. Montagu Allan, C.V.O.
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett

AN ALLIANCE FOR LIFE

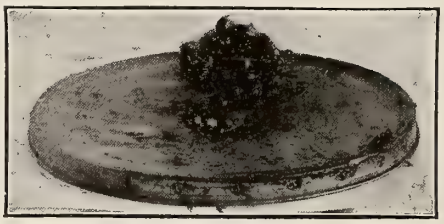
Many of the large Corporations and Business Houses who bank exclusively with this institution have done so since their beginning. Their banking connection is for life—yet the only bonds that bind them to this bank are the ties of service, progressiveness, promptness and sound advice.

391 Branches in Canada Extending from the Atlantic to the Pacific

It Gets the Dirt
It's a BOWSER Oil Filter



No. 1—Sectional View of Bowser Filter Section Assembled.



No. 2—Filter Disc with Dirt Filtered from Oil.

The pictures shown here illustrate the Bowser Filter Section as used in the Bowser Oil Filter.

No. 1 shows the Filter Section assembled, ready for use. No. 2 shows one of the Filter Discs with dirt that the Filter has collected from used oil. This pile of dirt is about 6″ in diameter and from 2″ to 3″ high.

There are twelve of these Filter Discs and Cloths in a Bowser Filter Section—each as effective as the one you see pictured. As many complete Filter Sections as needed are furnished in the Bowser System. You may judge for yourself as to the value of such equipment.

Bowser Systems are applicable to any size and type of power producing and transmitting machinery.

We will be glad to send literature and explain to you how the Bowser principle of Oil Filtration can be applied to your Boiler plant.

S. F. Bowser Company
Limited

66-68 Fraser Ave. **Toronto, Canada**

Offices in Principal Cities of the World.

CHARLES F. DAWSON, LIMITED
Wholesale and Manufacturing Stationers
MONTREAL

Bookbinding **Printing** **Ruling**
Embossing **Engraving** **Lithographing**

Manufacturers in every branch of the industry
Carry a large stock of every office requisite

WE OFFER

Accurate, intelligent attention — Cumulative experience of ninety years
Prompt careful deliveries — Fair prices — Satisfaction

On account of the service offered, we number among our friends most of the Governments, Federal and Provincial—Municipalities, Banks, Transportation Companies, Corporations, Professional Firms, Colleges, Schools, etc.

If you have not already done so—why not open a ledger account with us. You will be surprised at the change.

P.S.—Catalogues and advertising literature yours for the asking

(7) Repeat orders back if customer will let you; any mistakes made will be laid to the house.

(8) Ask pardon during delays when getting information; every minute seems a long time to the customer.

(9) Use "please," "sir," and so on, and thank the customer by name; every one is pleased with courtesy.

(10) If the order is rush, telephone the shipping department that it's coming; our success depends upon promptness.

Saving on Envelopes

(Factory for August 15th, 1920)

Here is a plan that saves an appreciable amount on inner plant correspondence. Most plants have a lot of this kind of correspondence when men in one department have to send written messages to men in other departments. This is particularly true of the employment department. There is often occasion to send to the employment department messages from foremen in the shops that need men. And the employment department has frequent cause to communicate with the foremen about the men whom they are hiring. Most of these letters are about matters that the men sending them don't care to have anyone else know about. This requires that they be put in sealed envelopes.

The American Rolling Mills Company has a plan whereby they save the cost of these interdepartment envelopes, and still have the privacy of a sealed letter. Pads of forms that are used for sealed messages are made with one end gummed. Then dotted lines show where the form is folded so that the gummed end can be stuck over the folded paper and thus the form is made into its own envelope.

These are especially handy when there are new men taken on and they are sent down to the foreman under whom they are to work. Gummed ends on blank pads take care of any communication that is not covered by a form. In this way time and money is saved in the office.

Industrial Development

Cities of Port Arthur and Fort William Undertake Development of Mutual Ground Between

A municipal industrial development scheme that is rather unique, in that two cities are a party to develop one area for industrial purposes, is that now nearing completion by the cities of Port Arthur and Fort William. For many years these hustling localities have been expanding in opposite directions leaving a very fine area of about five hundred acres undeveloped between the two cities.

Two rivers which require very little attention to fit them for terminals flow through the property. In addition there are 4,000 feet of lake frontage developed and protected by breakwater as part of the National Government's $20,000,000.00 expenditure in making a National harbor.

This privately owned area is within the boundary of Port Arthur and the general scheme provides for joint purchase by the two cities, both to share equally in the cost of development and in revenue. Development plans provide for a combination of navigation and railway terminals with industrial property, the whole area to be a neutral zone, belonging to neither city, and to be administered by a Harbour Commission, who will sublet the actual requirements of incoming industries on long leases on the basis of actual land values with periodical re-valuation. The part of the scheme that is so unique as to be almost without precedent is that these two cities, which heretofore have been building up other portions and extending costly utility services will unite to place industries in a location that will

World-Wide Banking For Your Business

WHEN you become a customer of our Foreign Departments, you take advantage of our exceptional foreign banking facilities.

We have our own New York Agency, two branches in London, Eng., and through our affiliations with the Park-Union Foreign Banking Corporation direct banking connections at strategic international centers.

UNION BANK OF CANADA

More than 400 Branches

To Manufacturers, Exporters Importers and Others

Through our chain of 700 Branches stretching from Newfoundland to the Pacific Coast, throughout the West Indies and in Central and South America, we can offer you a Banking Service of unexcelled efficiency.

MONTHLY COMMERCIAL LETTER

Write for Monthly Commercial Letter to our FOREIGN TRADE DEPARTMENT, MONTREAL, Que.

The Royal Bank of Canada

TOTAL RESOURCES, $584,000,000

Thorne, Mulholland, Howson & McPherson

CHARTERED ACCOUNTANTS

Specialists on Factory Costs and Production

Phone Main 3420 — Bank of Hamilton Building — Toronto

Riordon Sales Company, Limited

MONTREAL

Riordon Pulp & Paper Company Limited
MAPLE LEAF
BLEACHED SULPHITE
MADE IN CANADA

Offer for Sale

SULPHITE FIBRE WOOD PULP

BLEACHED AND UNBLEACHED

FOR PAPER MILLS

IMPERVIOUS SPRUCE SHEATHING

LUMBER

SPRUCE, HEMLOCK AND PINE, CEDAR RAILWAY TIES AND SHINGLES, SPRUCE CLAPBOARDS

Sales Managers: T. J. STEVENSON, GEO. E. CHALLES

THE BROWN BROTHERS LIMITED

Simcoe and Pearl Sts. TORONTO



MANUFACTURERS OF

ACCOUNT BOOKS, LOOSE LEAF LEDGERS

Binders and Specialties

LEATHER GOODS—DIARIES—STATIONERY

Printers' and Bookbinders' Supplies

Established 1849

BRADSTREET'S

Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared, and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

OFFICES IN CANADA

Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

JOHN A. THOMPSON, General Manager Western Canada
McKinnonBldg., Toronto

EXPORTERS OF

Reed Organs, Piano Stools, Music Cabinets.

Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats, Flush Tanks, Medicine Cabinets,

Everything for the Bathroom.

Write for Catalogue C and Price List.

permit labour to be drawn from both (fifteen minutes street car ride to any portion of either). This must serve to bring the cities closer together by centralizing their industrial development and civic growth, and by decreasing municipal expenditure.

Street car service and all utilities are right at the property, in addition to which there is being developed 72,000 horse power of electrical energy to be sold at cost. This is only a portion of 300,000 horse power available. Some portion that present demands have made necessary is to be delivered this year.

Ford Motion Pictures

Operators of the Ford Motor Company of Canada, Limited, Complete Educational Films

The Moving Picture Operators of the Ford Motor Company of Canada, Ltd., have returned from an extensive tour of the Dominion. The itinerary of the operators took them from coast to coast, and into parts of the country seldom trodden by the foot of man. Thousands of feet of interesting subjects, industrial, scenic, historical and scientific, have been secured which will keep the laboratory men busy for months developing and assembling. The educational value of the work done by the company through the medium of these films has received very favourable comment in the press of late, and it was recently decided, owing to the gratifying reception given to these productions, to double the yearly output. The company will, therefore, release 26 complete subjects a year.

The Fraser Companies, Limited, have recently taken over the plant formerly operated by the Dominion Pulp Company at Chatham, New Brunswick. They will continue to operate this mill as it was formerly run, employing about two hundred and fifty men in the production of unbleached sulphite fibre.

Steps are to be taken by the Provincial Government of British Columbia to secure specific information as to the number of settlers arriving in that province, where they are locating and what they are doing, so that an efficient system of service to the immigrant on the land may be rendered.

Work in erecting the Government seaplane base at Vancouver, B.C., is proceeding rapidly. Hangars have been erected and two seaplanes have arrived, while two more will reach here from England at the end of this month. Along with eight others shortly, they will be used for fire, forest and fishery patrols, as well as survey work.

The Canadian Robert Dollar Company announce the purchase of the 11,550 ton freighter "Parisian" at London. The vessel will operate on the Oriental run from Vancouver as the "Esther Dollar," and makes the sixth steamer sailing from there to the far East under the Dollar flag.

Proof of the development of the Alberta coal industry is provided by official figures recently published showing production during first six months. To the end of June the output was three million forty thousand tons compared with two million sixty-nine thousand tons for the corresponding period last year. Figures include bituminous and lignite product. Operators state more coal has been marketed than in any other corresponding period in the history of coal production in Alberta.

What Will Your Business Be To-morrow?

Convinced of Canada's industrial future you are planning a sound organization, effective records, modern production methods and a loyal and efficient personnel.

To-day Determines To-morrow

Are you letting the pressure of each day's problems and the lack of trained assistance postpone your realization from month to month and year to year.

Similar circumstances have led the heads of many enterprises to enlist our assistance

We have been able to contribute :

that exclusive attention so necessary to real progress,
that very valuable outside point of view, and
the accumulated experience gained in nine years of professional contact with problems of management of every available variety.

We can expedite your programme in the same way.

Ask one of us to call

GRIFFENHAGEN & ASSOCIATES, Limited

Established 1911, Incorporated 1920
under the Dominion Companies Act

Industrial Engineers, Accountants
and Employment Advisers

TORONTO MONTREAL OTTAWA

To-day Determines To-morrow

Export Trade from Viewpoint of the Canadian Manufacturer

(*Continued from page* 71).

selling in another, and perhaps in still a third it would be better to do business through a manufacturer's agent. The manufacturer must decide what method of selling he is to use in a particular market.

A decision on this question brings in its train many additional knotty problems. The manufacturer is at once involved in the difficulty of protecting certain markets for his own exclusive agents. It is a practice among some export commission houses to refuse to give information as to the name of the customer, and occasionally even as to the destination of the goods. A shipment ostensibly destined for India may be diverted by the export house to Argentina, where the manufacturer has an exclusive agency arrangement. Unwittingly the manufacturer may be cutting the market out from under his own representative or exclusive agent. The manufacturer should accordingly always require of his export representative information as to the destination of the goods. In short, in order to work out a successful combination of methods he must have a thorough understanding with each of his representatives and each of his customers exactly how business is to be transacted.

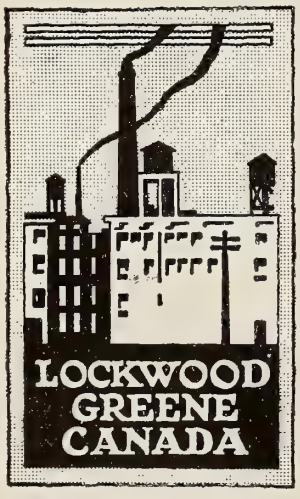
A knowledge of export advertising is also highly important. At the very outset of his export campaign the manufacturer should inform himself regarding the various publications and their value as mediums to assist him in securing agency conections with responsible foreign houses, in stimulating orders or developing inquiries by mail.

There are, first of all, the established export journals of Europe, particularly England, and those of the United States. Some of these cover the Latin-American field, while others cover the entire world through one or more editions published in various languages. It is an easy matter to investigate the services of the leading publications of this class and decide how far their co-operation will be of benefit in the campaign. Then there are the periodicals published in the foreign countries, and other forms of advertising media, much like those used in our own markets. The use of these requires rather expert knowledge as to local values, and should usually be left to the foreign branch manager or the foreign agent. It should rarely be left to the discretion of an advertising agency, unless the manufacturer is convinced that the agency has made a study of export problems and is as well informed regarding them as he would expect his own export manager or his manufacturer's agent to be.

Some form of advertising is as necessary to the successful conduct of export trade as it is in the domestic field. The commission houses and export merchants do not and *cannot initiate* orders for any particular manufacturer. Their business is primarily to sell to the foreign buyer whatever he wants. They are concerned with the articles, not the particular manufacturer who makes them.

There are other problems. There are the problems of keeping informed of the developments in the foreign markets, and of the goods manufactured by competitors. These and many other points must be decided before the manufacturer sends his first salesman into the field, or before he establishes a single exclusive agency, or before he advances any proposals to any professional export concern or organization of manufacturer's agents. But decide he must—willy nilly—or continue to pay an increasing rate of tribute to the initiative, energy and foresight of other nations.

Greater Production



From the Same Plant

Your present buildings can be arranged to take care of growing production needs until construction costs come down. Consult LOCKWOOD, GREENE—specialists in Expansion without Confusion.

At your invitation, we will study your problem with you—construction, extension, equipment, engineering, staff or labor. We prepare plans with the accumulated experience of many kindred operations.

LOCKWOOD, GREENE
& CO. OF **CANADA** LIMITED
285 Beaver Hall Hill, Montreal
INDUSTRIAL ENGINEERS



Canada's Empire Builders

FROM ocean to ocean, "Office Specialty" equipment and "Office Specialty" systematized offices are promoting better work, greater accomplishment and greater economy for railroads, mills, mines, banks and factories—in the offices of every Canadian Empire-building industry.

"Office Specialty" equipment, recognized for its high quality everywhere is helping, through the aid it gives to all industries, to make Canada's name an honored one in the markets of the world.

The wide range of "Office Specialty" equipment provides for every need of the modern office. Our Dominion-wide service organization ensures supplying promptly everything you require in the way of equipment and System Service.

Any one of our ten Service Stores will gladly supply you with any information desired and will earn your continued patronage by giving you the best of good service.

The OFFICE SPECIALTY MFG. Co. Limited
Home Office NEWMARKET Canada

Filing Equipment Stores at:

TORONTO MONTREAL OTTAWA HALIFAX HAMILTON WINNIPEG
REGINA EDMONTON CALGARY VANCOUVER

OFFICE SPECIALTY
FILING SYSTEMS

965

REGAL BOND

MADE IN CANADA

OUR WATERMARK IS OUR GUARANTEE

Truly a Prince among papers of its class with its

Beautiful Whiteness
Well-Knit Fibre
Smooth and Even Finish

Just what you require for record work that must stand frequent handling and yet remain crisp and fresh

ENVELOPES TO MATCH

Barber-Ellis Limited

71 Wellington Street West

ENVELOPE MANUFACTURERS AND PAPER DEALERS

Toronto **Brantford** **Winnipeg** **Calgary** **Vancouver**

Canada's Industrial Expansion

A Record of Progress

Operating New Furnace

Manitoba Rolling Mill Company, Limited, Make Steel at Selkirk by Open Hearth Process

On August 26th the Manitoba Rolling Mill Company, Limited, ran the first melt of steel from their new open hearth furnace, and rolled it into bars. George W. Allen, M.P. for South Winnipeg; Dr. Blake, M.P. for North Winnipeg; D. J. Dyson, Chairman of the Prairie Division of the C.M.A.; John Dafoe, managing editor of the Manitoba *Free Press*, and a large number of Winnipeg's business men travelled twenty-four miles from Winnipeg to Selkirk, where the plant is located, to attend the opening function. T. R. Deacon took the party through the plant, and explained the process to them.

The process heretofore followed by the company was as follows: Selected soft wrought iron and steel scrap, cut up into small pieces, were made into box piles about six inches square by three feet long, thin boards wound with wire being used to keep it in shape. These were then put in the furnaces and heated to incipient fusion (about 2,000° F.). When the iron became plastic and was about to run, it was rolled into muck bars, ½ in. x 6 ins. and about 20 feet long. These were then cut by shears into lengths of about three feet, and used as the sides of new box piles, which were again heated and rolled into finished rods and bars.

The open hearth furnace has just been completed. Scrap, steel and iron of all kinds with some pig and iron ore can be used in this for making steel of various grades. The steel is cast in ingots which are rolled into the finished product. A product greatly superior to that given by the first process is thus obtained.

In most plants gas or oil have been used in operating open hearth furnaces. The Manitoba Rolling Mills Company are attempting to operate their furnace with pulverized coal which is blown into a reverberating furnace like the gas or oil. The furnace feeds so many minutes from one end, then so many from the other. The hot products of combustion pass out through piles of loosely built brick in the checker chambers beneath the charging floor. These catch and retain the heat, and when the feed is reversed, the air to feed the furnace, passing through these white hot bricks carries a part of the heat back to the furnace. A conservation of fuel is the result.

The Manitoba Rolling Mill Company are using coal from Western Canada in their plant. Previously they had used one hundred and fifty thousand dollars worth of United States coal, so a large importation will now be replaced by a Canadian product. It is hoped that when the new furnace is running to capacity the shortage of reinforcing steel and steel bars in the Prairie Provinces will be greatly relieved.

Watford Plant Enlarges

The Andrews Wire Works of Canada, Limited, Commence Large Addition to Their Plant

Work is being started immediately on a large addition to the plant of the Andrews Wire Works of Canada, Limited, at Watford, Ontario. The building will be of brick with steel sash and concrete floors. The roof will be supported by steel work and the construction modern throughout. The blower system of heating will be used. An increase of 75,000 square feet of floor space will be gained by the erection of this addition and a corresponding increase of output should follow its completion.

Building Commenced

Fort William Pulp and Paper Company, Limited, Start Work on First Unit

Work has been commenced on the first unit of the Fort Williams Pulp & Paper Company, Limited, and it is hoped to have the entire plant ready for operation by January 1st, 1922. The estimated output is at least one hundred tons daily,



Selkirk, Manitoba

Plant of the Manitoba Rolling Mills Company, Limited, where Steel is Being Made for Western Canada

and a minimum number of three hundred and fifty men will be employed. This number will be increased to one thousand during the cutting season.

The establishment of this plant should do much towards relieving the paper shortage. The thousand square miles of territory known as the Farlinger-MacDougall limits will supply enough raw material for forty-five years. They are held on a twenty year lease renewable for two further periods of twenty-five years each. Besides the general advantages gained by the city of Fort William in securing a three million dollar industry, extended street car lines and other improvements are being planned to meet the requirements of the company.

Hollow Ware Plant

The Gas City Brick Company, Limited, Increase Capacity by Installing New Plant

The Gas City Brick Co., Limited, of Medicine Hat, Alberta, who for several years past have been one of the largest manufacturers of common brick in the West, have recently augmented their facilities by the installation of a plant for the manufacture of hollow ware. This company is a limited liability concern capitalized at $300,000, $250,000 of which stock has been issued. The President of the company is A. G. Creelman, while its vice-president and general manager is L. Y. Birnie of Medicine Hat.

The present plant has a capacity of 200 tons daily, manufacturing upwards of 10,000 brick or 20,000 tile daily and employing some forty men. With vast clay deposits at their doors and the advantage of natural gas in unlimited quantities the development of these resources and the expansion into new fields is a logical outcome, hence the decision of the directors to extend their organization for the purpose of manufacturing tile.

Early this spring, new equipment was installed and numerous experiments were made in order to produce the Heath Unit Tile, of which they are now the sole manufacturers in this territory. The result of these experiments proved so satisfactory that they have now commenced to manufacture this tile in earnest and at this date have a large stock on hand of the various units.

This tile is proving a new departure in the hollow ware business, being made in brick dimensions, and in consequence eliminating difficulties experienced in the past in matching and finishing corners and jambs.

Adaptability to any size wall and added strength on account of the double web appears to be the keynote in the design of this tile and together with its cheapness, permanency and fireproof qualities, it will greatly assist in solving the problems of housing in all the western cities, where additional tonnage in this line is sorely needed.

Dental Supplies

Coldwater, Ontario, Is the Place Selected for National Dental Company's New Plant

A new factory is being erected and will be opened early in October by the National Dental Company, Limited, at Coldwater, Ontario. The building is of cement and brick, 140 x 48 feet, and one storey high. The company will manufacture here their line of dental equipment, "National" brand, including chairs, electric engines, laboratory motors, etc. About twenty-five mechanics will be employed when operations commence in the new plant.

Cafeteria Equipment



CAFETERIA AT HARRIS ABATTOIR LIMITED, TORONTO

The economical operation of a Factory Cafeteria depends largely on the equipment. We have installed Cafeteria Counters with heating equipment, glass shelves, refrigerators, and supplied chairs and tables in some of the largest industrial plants in Canada.

We will design and submit plans and estimates for any size Cafeteria for your Factory upon your request.

JOHN HILLOCK COMPANY LIMITED

Office and Factory - 154 George Street, Toronto



ECONOMY *renewable* FUSES



Knife-blade type

Double Protection—
for Electrically Driven Machinery

The "Und. Lab. Inspected" label of Economy Fuses and the symbol on Economy "Drop Out" Renewal Links mean double protection for all industries using electrical energy.

Factory inspection is backed by constant rigid tests in the Underwriters' Laboratories.

Economy Fuses are accurately rated. They give maximum safety and efficiency at minimum cost—cut annual fuse maintenance costs 80% as compared with the use of "one time" fuses.

Fibre cartridge, sturdy end-caps and the winged washers which securely lock the fuses are virtually indestructible.

All that is discarded in a blown Economy Fuse is the inexpensive strip of fused metal, which is replaced in a few moments by a new Economy "Drop Out" Renewal Link.



Ferrule type

For sale by all leading electrical jobbers and dealers

Economy Fuse & Mfg. Company of Canada
Limited

UNITY BLDG. MONTREAL, CANADA

Economy Fuses were the first line using an inexpensive bare link for restoring a blown fuse to its original efficiency to be APPROVED IN ALL CAPACITIES by the Underwriters' Laboratories.

Make Advertising Calendars

The Gerlach-Barklow Company of Canada, Limited, Remove Plant to Stratford, Ontario

The Gerlach-Barklow Company of Canada, Limited, formerly located in the Darling Building, Toronto, have purchased a plant in Stratford, Ontario, where they are now manufacturing their regular line of advertising calendars, direct-by-mail advertising media, blotters, etc. The new building is 43 by 82 feet, consisting of three storeys and a basement. The approximate number of employes will be from forty-five to fifty.

The Gerlach-Burklow Company of Joliet, Illinois, are the parent company of this organization. The Canadian branch is capitalized at $40,000 and most of the stock is owned by officers of the United States company. E. A. Bush is the general manager.

Another Branch Industry

The Western Clock Company, Limited, Establish Alarm Clock Factory at Peterborough, Ontario

The Western Clock Company, Limited, who recently established themselves in Peterborough, Ontario, are a branch of the United States company of the same name at LaSalle, Illinois. The plant which the company have purchased at Peterborough is a building formerly owned by the Canadian Chicle Company and a great deal of attention is being paid to improvements calculated to make working conditions in the plant as pleasant as possible.

It is not the intention of the company to extend their present plant, but they expect to erect a new and modern plant in the future. Alarm clocks and clock watches will be the goods manufactured and machinery will be installed as rapidly as possible for this purpose. It is possible that the Canadian company may take over a large share of the export business now carried on from the parent factory at LaSalle. At the present time, however, operations are being started in a modest way, and the growth of the enterprise will be gradual.

This is the first alarm clock factory to be established in the British Empire. The Western Clock Company will specialize upon lever escapement goods and will not enter other fields, such as the manufacture of pendulum clocks and mantel clocks. Their operations will be confined to the production of nickel-plated alarm clocks and low-priced watches of the "Westclox" brand.

To Form Limited Company

V. P. Bernhardt Acquires Control of the Waterloo Glove Manufacturing Company at Waterloo, Ontario

V. P. Bernhardt, of Preston, Ontario, has assumed control of the Waterloo Glove Manufacturing Company at Waterloo, formerly owned by John Schondelmayer of that town. The business will be conducted under the same name and at its present location, but as the company have been expanding yearly since beginning as a fairly small concern, a reorganization has become imperative. Mr. Bernhardt is therefore engaged in working out details for making the firm a limited company.

Buy Montreal Company

The Gurney Foundry Company, Limited, Have Acquired Canada Stove & Foundry Plant

The Gurney Foundry Co., Limited, have purchased the plant, including all of the machinery, equipment and patterns, of the Canada Stove & Foundry Company, Limited, at St.

Protect Your Plant With The Eddy Fire Pail



Made of Indurated Fibreware, this Fire Pail will never leak, shrink or fall apart.

A light, durable pail that will furnish satisfactory service and is practically everlasting.

The rounded bottom prevents its standing alone.

It must be placed on rack or hook, ***where*** you want it ***when*** you want it.

Ask to see it at your hardware dealers.

THE E. B. EDDY COMPANY LIMITED

HULL . . CANADA

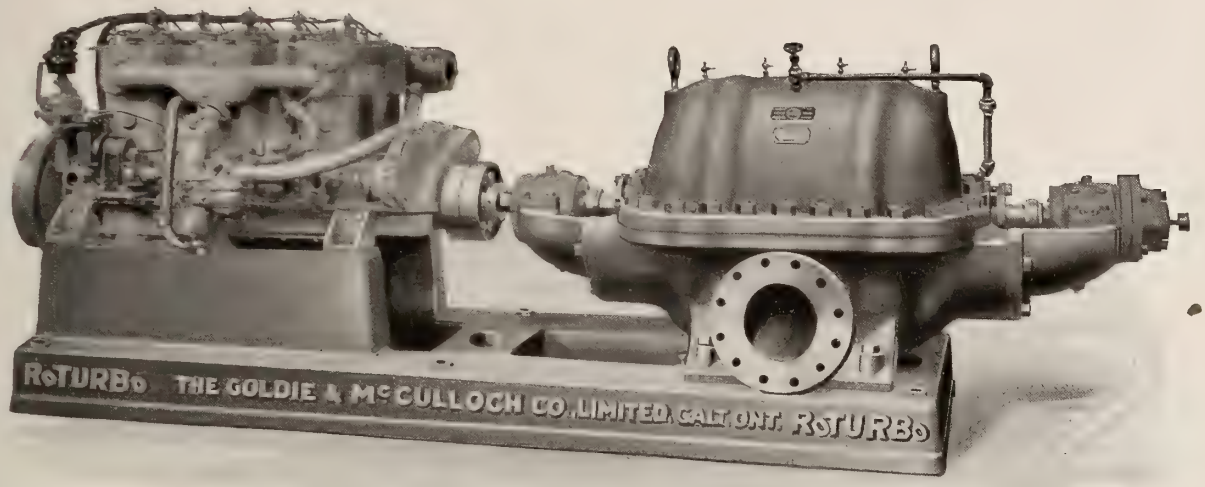
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ROTARY JET CONDENSERS

and

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REES RoTURBo PUMP direct connected to gasoline engine built for the Stratford Waterworks Plant

REES RoTURBo PUMPS PROVIDE THE MAXIMUM EFFICIENCY. This is proven by the fact that one large industrial concern has in just a few years increased their equipment of REES PUMPS to 105 which are in use for every class of pumping which the institution requires

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WESTERN BRANCH: 248 McDermott Ave. Winnipeg, Man.

QUEBEC AGENTS: Ross & Greig 400 St. James St., Montreal, Que.

BRITISH COLUMBIA AGENTS: Robt. Hamilton & Co. Vancouver, B.C.

Laurent, a suburb of Montreal, Quebec. The rapidly growing business of the Company has for some time taxed the capacity of the stove plant on King St., Toronto. It was impossible to enlarge this plant further as no vacant land was available, and these conditions made it necessary to consider another location.

The Canada Stove & Foundry Company have done a very large stove business in the Province of Quebec and this buiness will be added to the turn-over of the Gurney Foundry Company. The Montreal firm also has a modern, well equipped plant for producing white and colored vitreous enamel on iron and steel. The demand for the white enamel sanitary finish has been beyond question the greatest development in the art of producing stoves over the last decade, and the Gurney Foundry Company will now have unrivaled facilities for supplying this finish with Gurney-Oxford stoves. This enamel plant also does an important business in sanitary table tops, enamel signs, etc.

The head office of the company will remain at Toronto. The largest manufacturing plant of the company at West Toronto will be increased in scope and will produce the warm air furnaces heretofore manufactured in the King St. plant.

Purchase Pulp Mill

The Wolf River Pulp and Paper Company, Limited, to Operate at Riviere du Loup, Que.

The Wolf River Pulp and Paper Company, Limited, are a new corporation who have purchased the properties formerly owned by the Riviere du Loup Pulp Company. The capitalization of the company is as follows:—$500,000 common stock; $500,000 preferred stock; and $580,000 first mortgage, 7% bonds. The bonds were given in part payment for the property; the preferred stock has been underwritten and up to July 31st $153,000 of the same had been issued.

The capacity of the plant is at present about six thousand tons per annum, but the company expect to double this capacity by the installation of additional machinery and further development of water power. The plans for extension and improvement are still under consideration as the engineers have still to complete their study of the situation.

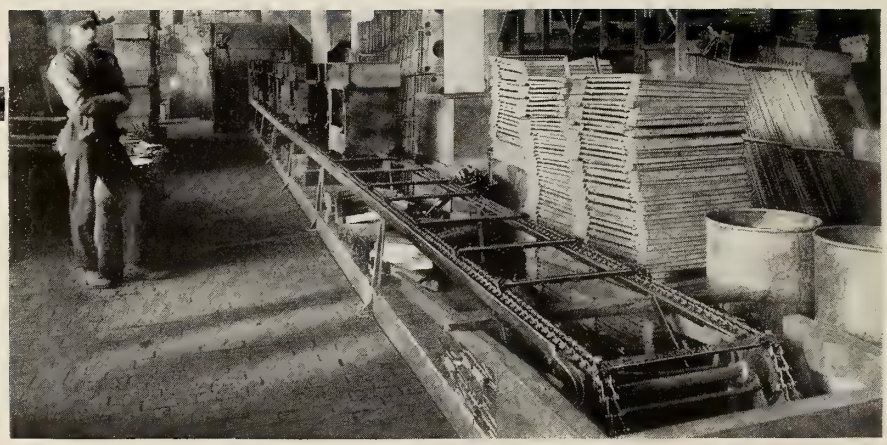
W. W. Moss of Baltimore, Maryland, is president of the Wolf River Company. The other officers are:—Porter H. Dale, vice-president; Ralph W. Moore, treasurer; A. A. Magee, secretary; U. M. Waite, general manager; and W. R. M. Moss, assistant treasurer.

Plant in Operation

Kennedy Car Liner & Bag Company, Limited, Making Bags, etc., at Woodstock, Ontario

The plant of the Kennedy Car Liner and Bag Company, Limited, at Woodstock, Ontario, is now in full operation, producing paper packing bags for all kinds of furniture, pianos, phonograph cabinets, stoves, etc. Covers of all kinds for broom manufacturers are also being made. In addition, the company manufacture the Kennedy system of car liners for preventing leakages of grain and seeds in transit; the Kennedy auto storage cover for protection of cars in storage during the winter; and the Kennedy moth-proof bag for guarding clothes against moths and dust damage.

The company are a Canadian branch of the firm of the same name located at Shelbyville, Indiana. The capitalization of the Canadian company is $100,000.





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Elevators and Conveyors

can cut down the cost of handling your product and release your labor for more profitable work. No matter what your product may be, it will pay you to submit your problem to our experienced engineers for solution. We have helped many.

Tell us how you handle your raw or finished product, the number of men required in moving it, together with a rough pencil sketch of your plant lay-out. We may suggest a plan for doing the same work mechanically with a saving of time, labor and money

CANADIAN LINK-BELT CO., LIMITED

WELLINGTON and PETER STREETS - TORONTO

Stock also carried at 1195 St. James Street, Montreal, Que.

Use Diamond-Fibre
A Universal Raw Material

SOME USES of **Diamond-Fibre**

AUTOMOTIVE

Speedometer Gears
Battery Box Linings
Brake Bands
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Frictions
Parts for Starting, Lighting, and Ignition Systems, etc.

ELECTRICAL

Bushings
Conduits
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Switch Bars
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Parts for Dynamos and Generators
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Gears (silent)
Washers
Gaskets
Bearings
Wheels
Pulleys
Journals, etc.

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Trunks
Cases
Boxes
Baskets
Trucks
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Toys, etc.

TEXTILE

Spool Heads
Bobbin Heads
Bobbin Boxes
Shuttles
Swift Braces
Roller Covers, etc.

DIAMOND-FIBRE is the most adaptable material known. Its utility in the electrical, mechanical and industrial fields is practically unlimited. Its properties make it especially suitable as a raw material for products and special parts of every description.

It is a superior material because of its great strength — compression, shearing, tensile and dielectric; its toughness and light weight; the ease with which it can be machined and formed; its attractive appearance; and its low cost.

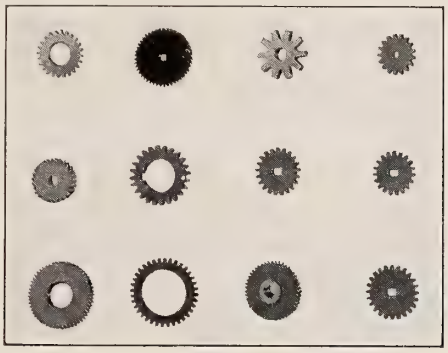
Diamond-Fibre combines in an unusual degree utility, machining and working facility and economy. Manufacturers everywhere find it a better and cheaper material. It replaces other materials with better results and less cost.

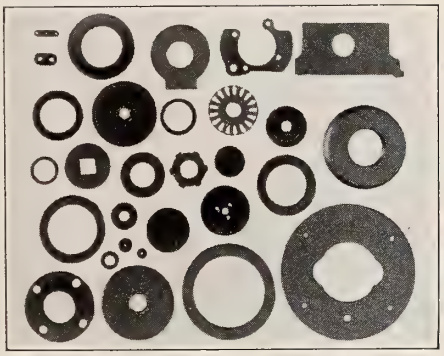
Diamond-Fibre improves the product and cuts production costs. It will pay you to investigate this material. Tell us your problem and let us co-operate. Send for booklet—"Diamond-Fibre and Its Uses."

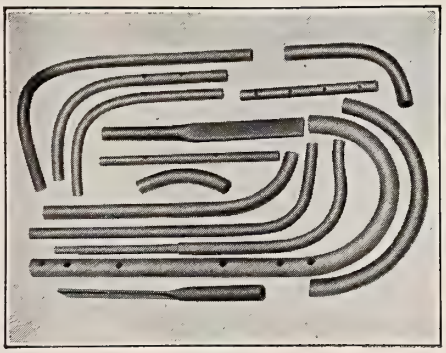
Diamond State Fibre Company of Canada
Limited
TORONTO - CANADA

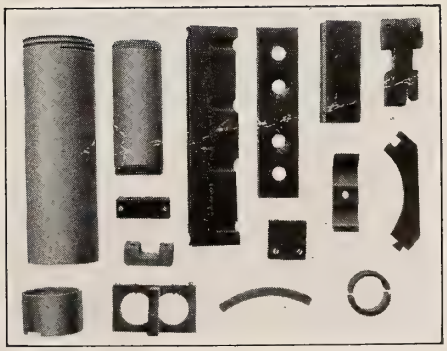
Diamond-Fibre is tougher than horn, almost as hard as iron, yet lighter than aluminum. Its compression strength is 30,000 to 40,000 lbs. per sq. in.; tensile strength 12,000 to 15,000 lbs. per sq. in.; shearing strength, 9,000 to 10,000 lbs. per sq. in.; and its dielectric strength, 200 to 400 volts per mill of thickness. It is impervious to oil, grease and ordinary organic solvents. It does not corrode, dent, break, split, splinter, or crystallize under severe vibration. It readily takes any machining process and can be formed into various shapes. Furnished in sheets, rods, tubes, and machined parts of every description.

Diamond-F









Erect Two New Buildings

Grinnell Company of Canada, Limited, Add New Foundry and Machine Shop

Grinnell Company of Canada, Ltd., is building a new foundry and machine shop in Toronto which taken in connection with its present equipment there, will represent an investment in this property of well over one million dollars. The new foundry is 100 x 210 feet, two stories high and of reinforced concrete construction, fully equipped with Automatic Sprinklers. The machine shop is 185 x 52 feet, basement and two storeys of reinforced concrete construction and fully equipped with Sprinklers. This new machine shop will be equipped with all the latest type of tapping and facing machines.

When completed, the foundry, as well as the machine shop, will be perhaps the most modern and best equipped structures of their kind in Canada, as plans for them were not drawn until a full investigation had been made of the latest foundry and machine shop practice both in the United States and Canada.

Grinnell Company will manufacture in this new foundry a full line of cast iron fittings,—screwed, flanged and underground. These fittings will be standard in every respect and will be exactly the same as the quality which this Company has always used in its construction work. Previously, these fittings were purchased from the States, but with this new foundry Grinnell Company of Canada will be able to take care of its customers with Canadian manufactured goods up to a capacity of twenty tons per day.

In putting this new money into plant additions in Canada, Grinnell Company gives tangible evidence of its belief in the industrial development of Canada and its purpose to grow with that industrial development. Not only will this new foundry with the existing machine shop allow the Company to give better service to its customers in the line of supplying fittings and other supplies, but it will greatly increase the service the Company is offering in sprinkler, heating, power and other industrial piping installations.

Electrical Goods

The Taylor-Campbell Electric Company of London, Ontario, Build a New Plant

A new factory, 35 x 160 feet, is being built on Adelaide Street, London, Ontario, for the Taylor-Campbell Electric Company. Here the company will carry on the manufacture of their line of electrical goods, which includes electric fixtures, reading lamps, toasters, irons, flashlights, toys, vacuum cleaners and washing machines. They expect to commence operations in their new plant about November 1st, with thirty-five employes.

Box Factory Extends

Additions and Improvements to the Factory of the Guelph Paper Box Company

Important additions to the plant of the Guelph Paper Box Company are nearing completion. The floor space is being increased about 50 per cent. and several new machines are to be installed. The power, formerly purchased from a neighboring factory, will be generated in future by a boiler in the basement of the extension. A further improvement is being made by an increase of the window area, which will save electricity and make working conditions better. The business expansion brought about by the location of several new factories in Guelph has rendered these improvements necessary.

The Canadian Appraisal Company

Limited

The Pioneer Appraisal Organization of Canada

ESTABLISHED 1905

OWING to the rapid growth of our business, we have moved into more commodious offices, and our staff, already considerable in numbers, is being largely augmented.

We are therefore able to assure prospective clients of our prompt attention to any work that may be entrusted to us.

Our unique appraisal experience in Canada, covering as it does, a period of fifteen years, and investigations of properties representing every line of industry that is carried on throughout the Dominion, qualifies us in a very special manner to undertake appraisal service of every description.

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Head Office: 364 University Street, Montreal

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Made in Canada Conduit

For
Electrical
Wiring

Labelled under Supervision of Underwriters' Laboratories

XCELADUCT

GALVANIZED

Manufactured by

National Conduit Company, Limited

Toronto

Another Tire Concern

The Lion Tire & Rubber Company, Limited, Will Build Plant in New Toronto

The Lion Tire and Rubber Company, Limited, are a recently incorporated firm who propose to erect a plant in New Toronto, on the Toronto-Hamilton Highway. The site owned by the company is one of 5 1/10 acres, and the plant will be a modern and up-to-date factory for the manufacture of fabric and cord rubber tires, as well as a line of inner tubes for all kinds of motor vehicles.

All mechanical and technical details of the company are in the hands of the Rubber Engineering Company of Akron, Ohio, but the company will operate under an Ontario charter, and the directors are all Canadian business men. The directors are:—Thomas Birkett, Ottawa; Amos Tipling, Wingham; William Castle, formerly manager of the McLaughlin Automobile Company, who will act as sales-manager for the Lion Company; J. A. Campbell, Toronto, and George Collins of Trenton.

The capitalization of the company is $2,500,000, all common shares with a par value of $10 each. There is also a bond issue of $750,000, but so far it has not been found necessary to sell any of this issue, as the shares are selling well. The company expect to commence business with a cashed-in capital of about $750,000 to be spent on buiding and equipping the plant and preliminary working expenses. The first unit of the factory, which will be started early next spring, will have a capacity of about 1,000 tubes and 500 tires a day. The head office of the company is 502 Kent Building, Toronto.

Plans are Completed

The Canada Bread Company, Limited, Have $250,000 Bakery Under Consideration

The Canada Bread Company, Limited, have had plans made by C. S. Cobb, architect, for a new bakery on Danforth Avenue, Toronto. These plans call for a fireproof building, skeleton steel construction with reinforced concrete slabs. The building is to be three storeys high, and the dimensions are 83 x 182 feet. The cost at present building prices will be about $250,000. The company have not yet decided to proceed with the construction.

A Superheater Company

The Superheater Company, Limited, Have Commenced Manufacturing Operations at Sherbrooke, Quebec

Among firms recently incorporated are the Superheater Company, Limited, capitalized at $1,000,000, with offices in the Transportation Building, Montreal, and manufacturing plant at Sherbrooke, Quebec. The products of this plant, formerly the Sherbrooke Iron Works, are the superheater now in general use on Canadian railways, superheaters for marine purposes, and the Elesco Superheater for stationary installation. Pipe coils are also made.

The company expect that the present need for fuel conservation will give emphasis to their sales arguments, an economy ranging as high as 25 per cent. being claimed for plants where the superheater is used. The present works, which are now in operation with about one hundred employees, have a capacity of five hundred superheaters a year.

Nova Scotia Steel & Coal Co.
LIMITED

PLATES

1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

Fluid Compressed Steel Forgings

We manufacture Merchant Bars, Rounds, Flats, Squares, Ovals, Half Ovals, Tires, Sleigh Shoes, Plain or Twisted Concrete Bars, Agricultural Sections, Cold Drawn Shafting, Machinery Steel, Angle Bar Fish Plates, Track Spikes and Bolts.

General Sales Office:
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HOLMES FOUNDRY BUILDING, SARNIA, ONT.

H. M. Lane Co.,
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Plant recently completed for Holmes Foundry Co. We have the organization and equipment to carry on Industrial buildings of all kinds in the quickest possible time.

Wells & Gray Limited

ENGINEERS and CONTRACTORS

Branch Office:
Bank of Commerce Bldg.,
WINDSOR, ONT.

Head Office:
701 Confederation Life Bldg.
TORONTO

Extend Rolling Mill

The Northern Aluminum Company, Limited, Build Large Addition to Their Toronto Plant

The Toronto works of the Northern Aluminum Company, Limited, are being enlarged by a new building which will triple the capacity of the rolling mill. This building is to be of the usual factory type of saw-tooth construction, about three hundred feet long with a width varying from one hundred to two hundred feet. The cost will be in the neighbourhood of $160,000 and the company hope that they will be able to commence operations in the extension early next spring. As the new construction involves certain changes in the layout of the plant, the effect on production cannot yet be estimated with any degree of accuracy. It is certain, however, that a substantial increase both in output and the number of hands employed will result.

Ruberoid Company Extends

Standard Paint Company of Canada, Limited, Make Important Addition to Their Portneuf Plant

An addition of approximately 30 feet is being made to the machine room building of the Ruberoid Felt Manufacturing Company's plant at Portneuf, Quebec. In this the Standard Paint Company of Canada, Limited, who control this company, are installing twelve additional dryers with the necessary pumps and other equipment to increase the drying capacity.

The instalment of the new apparatus will be in sets of fours so the increase of production will be gradual. In September an increase should take place, and in November, when the company expect to complete the extension, the output will be about 20 tons a day, or double the present output. The estimated cost of the entire development is $42,650.

Railway Materials

International Equipment Company, Limited, Handling Canadian Manufacture of Schaefer Railway Materials

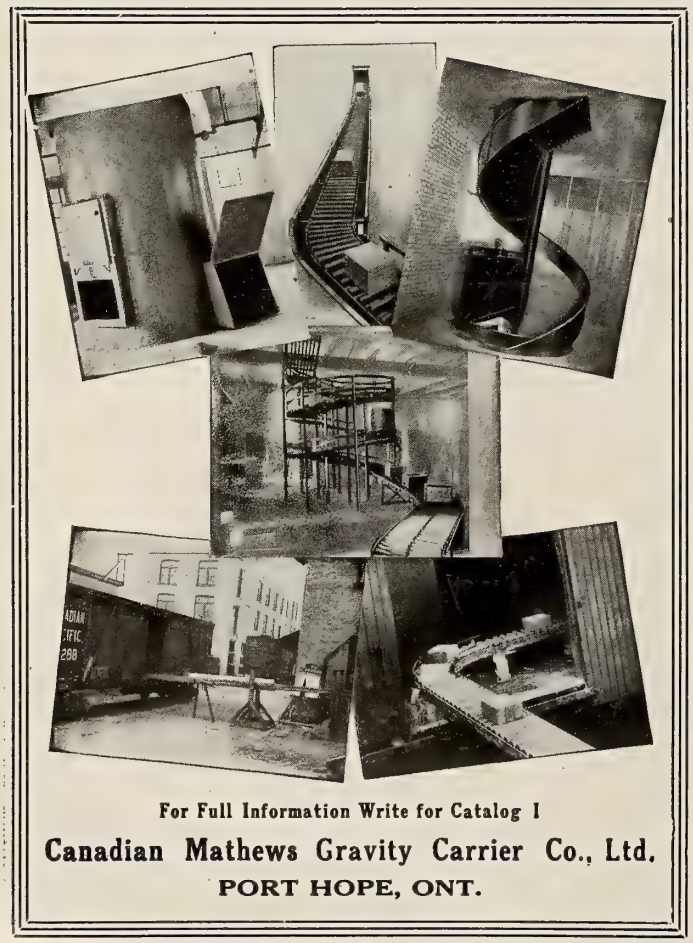
The International Equipment Company, Limited, of Montreal, are handling the distribution and Canadian manufacture of the railway materials made by the Schaefer Equipment Company. These materials are not made by the International Equipment Company directly, but they place orders with Canadian firms such as the Canadian Car & Foundry Company, Limited, financing the manufacture and looking after the sale of the finished product.

A Growing Business

Expansion of the Gray-Dort Motors, Toronto, at Chatham Ontario during Past Four Years

The Gray-Dort Motors, Limited, who commenced business in Chatham, Ontario, in 1916, have grown rapidly. The plant occupied by the Company originally had a floor space of 130,000 square feet. Enlargement of the plant has trebled this area. In June, 1916, ninety men were employed in the factory and their wages for that month amounted to $5,015.56. For the last half of April and the first half of May, 1920, the wage roll was $51,561.26, and the number of factory employees five hundred and twenty.

At present the company do all their own body building, top building and machine work, and in about three months they will own and occupy a factory where they will make all their own sheet metal.



For Full Information Write for Catalog I

Canadian Mathews Gravity Carrier Co., Ltd.

PORT HOPE, ONT.

Motion is two-thirds of promotion

WE SOLICIT YOUR ORDERS AND ENQUIRIES ON

En-ar-co Brands

Engine Oils	Castor Machine Oils
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COAST TO COAST

STEEL & IRON PRODUCTS OF EVERY DESCRIPTION

THE STEEL COMPANY OF CANADA LIMITED

HAMILTON **MONTREAL**



Drop Forgings

ONE of the largest and best-equipped Forge Plants anywhere, is at your call for Drop Forgings of any kind, particularly in large quantities.

Dominion Forge & Stamping Co., Ltd.
WALKERVILLE, ONT.
Toronto Office : Excelsior Life Building

Buy New Factory

Tarbox Bros. Acquire Plant on Morrow Avenue, Toronto, from Dominion Cone Company

Tarbox Bros., manufacturers of the "Tarbox Brand" mops, mop-sticks, mop-cloths, etc., at 1236 Dundas Street, Toronto, have recently purchased a plant on Morrow Avenue, formerly the property of the Dominion Cone Company, Limited. For some time they have needed more space than was available in their old premises, and the new factory, when a few necessary additions are made, will satisfy their immediate requirements. Eventually seventeen or eighteen thousand square feet of floor space should be developed.

Tarbox Bros. will arrange for future enlargements after rebuilding their old factory, an operation which will develop ten thousand square feet of floor space. This rebuilding will not be carried out until machinery now used at various points for custom production is collected. The number of employes, now twenty-five, will be increased with the growth of space and needs.

To Make Buttons

The International Button Company, Limited, Complete Organization and Buy Plant in Smith's Falls

The International Button Company, Limited, are now organized and have purchased a building in Smith's Falls, Ontario, where they will start manufacturing ivory buttons for knitted goods, waterproof goods, ladies' costumes, etc., about the end of September. The size of the present building gives the company about 10,000 square feet of floor space, and fifty hands, male and female, will be employed. Later on they hope to build a plant specially adapted to the requirements of button manufacturing.

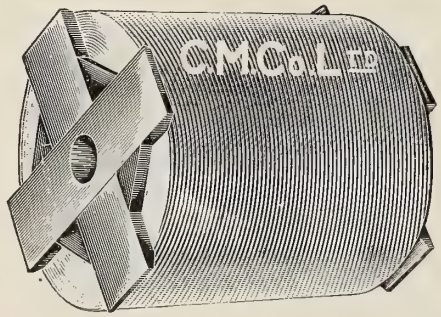
The authorized capital is one hundred thousand dollars. The officers are: President, W. C. Thompson, Montreal; vice-president, W. S. Murphy, Smith's Falls; secretary-treasurer, H. F. Shearer, Smith's Falls; directors, H. H. Cromwell, F. Hunter, Montreal, and M. G. Henniger, Smith's Falls.

Building New Plant

The Canada Decalcomania Company, Limited, Propose to Erect a $90,000 Factory in Toronto

The Canada Decalcomania Company, Limited, who are at present located at 364-370 Richmond Street West, Toronto, purpose to erect a new building on King Street East at an approximate cost of $90,000. This factory will have three storeys and a basement, and will measure 63 by 148 feet. The company expect to move in from their Richmond Street quarters some time in the autumn of 1920, and will continue the manufacture of Decalcomania transfer labels and advertising signs in the new plant.

We Manufacture Wire Solder



We make wire solder of any desired composition or size (guaranteeing the mixture to be exactly as represented) and for any gauge or size. It is made by our improved hydraulic process, which not only insures absolute uniformity in composition, but makes the wire perfectly smooth and of an even size throughout its entire length.

ASK FOR PRICES

Babbitt **Solder**
Lead Pipe **Sheet Lead**

We are the Largest Manufacturers of White Metal Alloys in the Dominion

The Canada Metal Co., Limited
HAMILTON MONTREAL **TORONTO** WINNIPEG VANCOUVER

CRANE FLANGED FITTINGS

CRANE
LIMITED

HEAD OFFICE & WORKS
1280 ST. PATRICK ST
MONTREAL

BRANCHES: Toronto, Winnipeg, Vancouver.
SALES OFFICES: Halifax, Quebec, Ottawa, Calgary.



Reinforced concrete extension to the plant of Horn Bros. Woollen Co., Lindsay, Ont., erected under the extreme weather conditions of December, January and February last. A distinctive feature is the unusually high ceiling (25'-0") of the lower storey which forms the dye house.

JOHN V. GRAY CONSTRUCTION CO.
LIMITED
General Contractors for Buildings
TORONTO WINDSOR



We Also Make

Steel Shelving, Lockers, Cabinets, Bins, Stools, Chairs, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds, General Builders' Ironwork.

HALIFAX HAMILTON MONTREAL WINNIPEG OTTAWA CALGARY TORONTO VANCOUVER

The Three Big Reasons why

DENNISTEEL
Made in Canada

Steel Lavatory Partitions

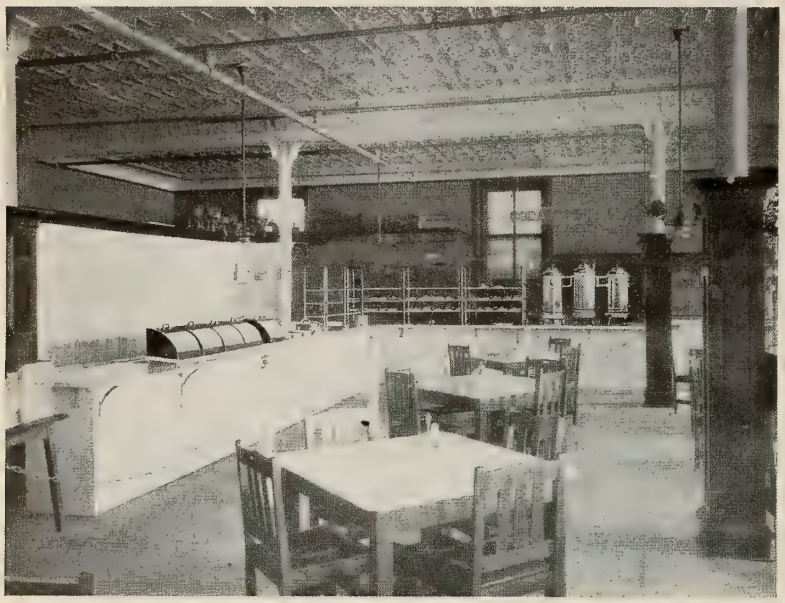
should be in every school, factory, industrial plant and public building are, because they are

1. Fireproof
2. Hygienic
3. Non-Markable

Your building isn't modern without this equipment.

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
CANADA

Write for folders



INDUSTRIAL KITCHENS

The furnishing of equipment for Industrial Kitchens is a specialty of McCLARY'S. Every detail, and there are many, has been mastered by our experts; large or small, complicated or straightforward specifications, are handled with equal care.

During the past few years we have had a large experience in this class of work. Architects and buyers of this equipment have proved to their entire satisfaction that McCLARY'S activities are not solely confined to the manufacture of Good Stoves and Cooking Utensils.

The development of the Cafeteria or Cafe for industrial organizations has been very rapid of late. Employers of labor realize that this system of having pure, healthful food available for sale at reasonable prices, right within convenient reach, is very beneficial to the moral of their workmen.

It is not sufficient, however, to merely approve the establishment of this new departure; it is very essential that no risks should be taken in its satisfactory installation.

It is with perfect confidence that we, McCLARY'S, offer our services to any architect or buyer who desires to obtain specification, layouts and prices without obligating himself. Our experts are ready at any time to give their personal and courteous attention to any enquiry submitted.

Our nearest branch will deal promptly with a written request.

McClary's

Factories at

LONDON MONTREAL BRANTFORD

Distributing Warehouses at London, Toronto, Montreal, Winnipeg, Vancouver
St. John, N.B., Hamilton, Calgary, Saskatoon, Edmonton

Fabric Manufacture

The Oriental Textile Company, Limited, Plan to Erect $150,000 Plant at Oshawa

The plans for the building which the Oriental Textiles Company, Limited, are erecting at Oshawa, Ontario, are now complete and call for a plant 80 by 76 feet, three storeys, mill construction. Additional two-hundred-and-fifty horsepower boilers will be installed for the manufacture of plushes and velours, and the additions and improvements when completed will cost approximately $150,000. As much difficulty has been experienced in securing machinery, the date for beginning operations in the new plant cannot yet be given, but when it is in working order the company expect to be able to double their present production.

Plow Company Extends

Cockshutt Plow Company, Limited, Building Addition to Their Blacksmith Shop

The Cockshutt Plow Company, Limited, are building a $50,000 extension to their Brantford plant. The building, which will be used for making steel forgings and general blacksmith work, has become necessary on account of the substitution of steel forgings for malleable and cast parts. The dimensions are 70x200 feet; the construction is steel with high roof and excellent ventilating equipment for removing heat and gases from oil furnaces. Through this expansion the capacity of the department will be increased approximately 40 per cent. It should be completed by the first of October.

Building New Mill

B. C. Spruce Mills, Limited, Complete Organization and Start Work on New Plant

The organization of the B. C. Spruce Mills, Limited, is now complete and the construction of a large saw mill and planing mill at Wattsburg, B. C., is to be started immediately, and should be in operation next year. The capacity of the mill will be 150,000 feet, single run. Besides the plant the company are erecting a modern town which will have about one hundred houses for employees, a large store, warehouses, school, amusement hall and other buildings.

The capitalization of the company is one million dollars and Wisconsin and Michigan lumbermen are the organizers. The officers are: B. F. Wilson, president; W. F. Baker, vice-president, M. P. McCullough, secretary; A. P. Woodson, treasurer; and S. C. Robson, general manager.

Re-commence Operations

The Frontenac Floor and Wall Tile Company, Limited, Making Ceramics at Kingston

The Frontenac Floor and Wall Tile Company, Limited, has re-commenced manufacturing operations at Kingston, Ontario. The output at present is confined to white ceramics but the company contemplate installing during the near future all the equipment necessary for producing a full line of ceramic colours. Already a good organization has been built up and the company are shipping their product in ¾" squares and 1" hexagon sizes.

The company have as general manager Everett Townsend, who for the past twenty-five years has been general manager of the Robertson Art Tile Company in Morrisville, Pennsylvania, and thoroughly understand all branches of the tile business. They are prepared to furnish quotations and details on enquiry.

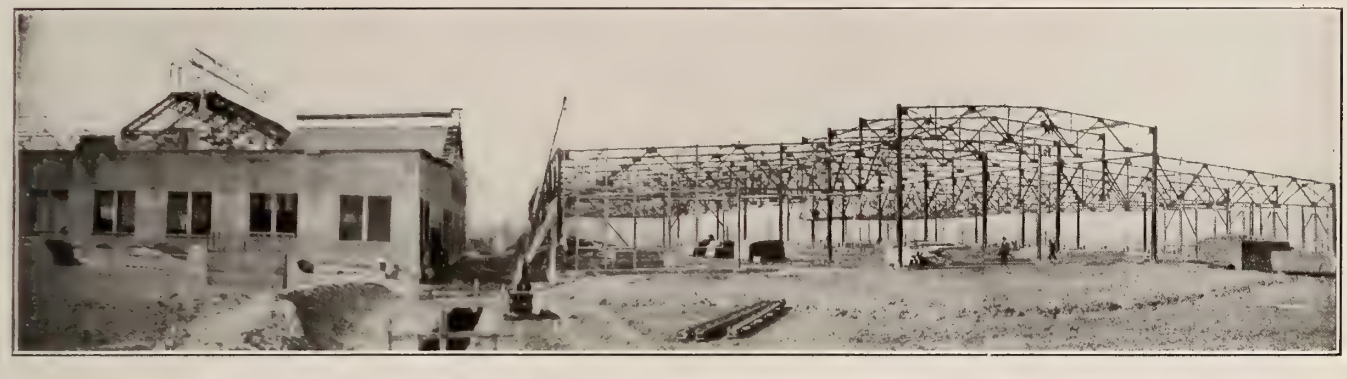
THE HAMILTON BRIDGE WORKS COMPANY

HAMILTON, CANADA LIMITED

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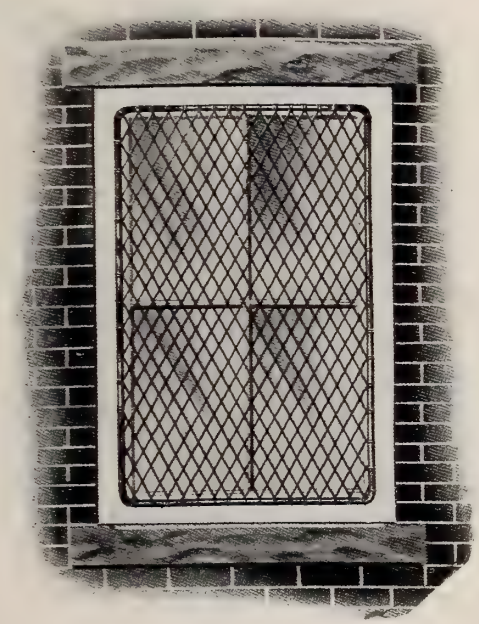
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WIRE WORKS: ST. HENRY, MONTREAL

Canadian-Japanese Trade Conditions

(*Continued from page* 104).

Safety match maker	Men	.50-1.51
	Women	.42- .90
Paper mill worker	Men	.60-1.50
	Women	.30- .75
Paper box maker	Men	.30-1.00
	Women	.25- .60
Tooth brush maker	Men	.45-1.50
	Women	.25- .65
Shell button maker	Men	.90-1.50
	Women	.55- .90
Soap maker	Men	.50-1.50
	Women	.25- .50
Leather tanner	Men	.55-2.30
	Women	.55- .65
Carpenter	Men	1.50-2.20
Tile roofing	Men	1.70-2.50
Enamelled-ware maker	Men	.46-1.65
	Women	.30- .56
Asbestos spinning mill worker	Men	.70-1.70
	Women	.50-1.00
Painter	Men	1.50-2.00
Paint maker	Men	.50-2.11
	Women	.44- .67
Rubber tyre	Men	.38-1.96
	Women	.30- .81
Bicycle maker	Men	1.00-2.40
	Women	.40-1.00

Japan Using More Labor-Saving Machinery

Wages have advanced so much in the last two or three years that it now pays to use many kinds of labor-saving machinery.

As an example I may say that a hired man on a farm now gets Y2.50 to Y3.00 per day. A man who can drive a horse receives Y5,00 per day in the Hokkaido. The coolies working on the docks now receive Y4.00 to Y5.00 per day. A woman on a farm in Hokkaido now gets Y1.00 to Y2.50 per day. It costs the farmer Y2.50 per day for the upkeep of his horse. We find, therefore, that the people are beginning to use gasoline tractors, motor trucks, American agricultural implements, and many labor-saving machines in the factories.

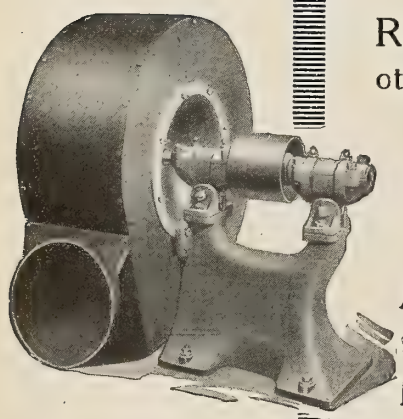
While wages have advanced some 85 per cent. on pre-war figures, it is of interest to note that the prices of commodities in Japan in March this year, according to the index number issued by the Bank of Japan had increased 237 per cent. since 1914. Wages must therefore continue to advance, the tendency being for wages always to follow a rise in the cost of living.

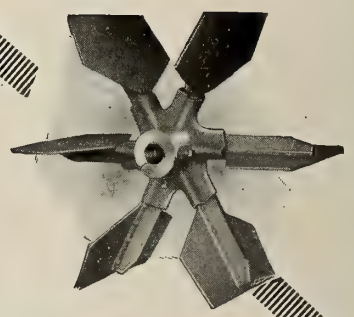
As pointed out before this evening the efficiency of three Japanese workmen would be about equal to two Canadian—in fact some foreigners who have been in charge of factories in Japan figure that one Canadian or Englishman would do the same work in the same time as two Japanese. However, this is very difficult to gauge correctly.

Coal which in 1914 cost Y4.25 per ton, now costs the manufacturer Y18.00 to Y20.00 per ton. Mr. Crowe estimates that the consumption of coal in Japanese factories must be about 12,000,000 tons per annum.

Trade Unions

Trade unions are beginning to make themselves felt, although Unions as we know them are not legal in Japan. But, nevertheless, workmen have begun to co-operate against employers and have during the past few months made themselves keenly felt. Just lately a strike at the Yawata Steel Co., which is owned by the Government, threw 30,000 men out of work, while numerous other strikes have taken place in and around Tokyo and Osaka—in nearly every case the men wanted an increase of from 50 to 100 per cent. in wages and





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Every Insurance Company makes an allowance on the premium rate for the installation of APPROVED Extinguishers.

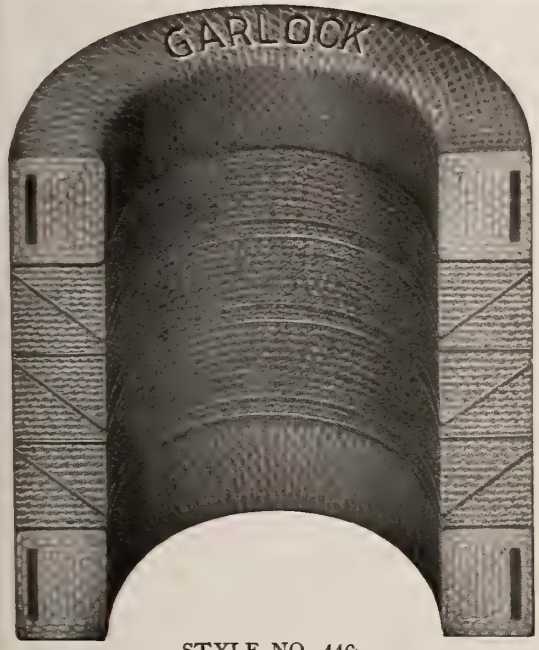
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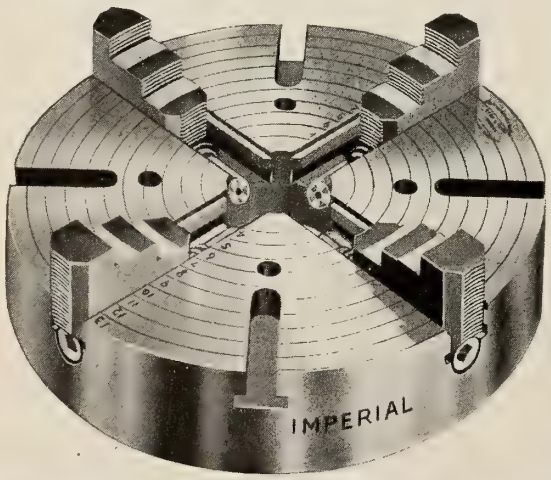


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Study long-wearing "Made-in-Canada" Chucks that are making good everywhere.

Specify them in your next order.



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shorter hours. So you see Japan is not without its labor troubles any more.

As shown you before this evening, Japan is devoid of those essential raw materials needed for manufacturing—such as iron ore, lumber, raw cotton, wool, in fact she now must import all her raw materials with the exception of silver, copper and coal which is very expensive.

Japanese industry is still really in a state of transition from the cottage to the factory system. This will for some time to come affect the quality of and uniformity of her goods.

I think you will see that we have nothing much to fear as regards competition from Japan.

Conclusion.

I know that what I have said is a very imperfect description of trade conditions between yourselves and Japan. There are probably some points which I have not discussed, but with reference to which some of you may wish enlightenment. As I mentioned in the beginning of this address I will be glad to see any of you personally and will do my best to explain any difficulties you may have in your dealings with Japan.

I hope, however, that I have at least aroused a little interest in our Great Little Neighbor Japan and that such being the case, you will think fit to prepare now for shipments along the lines recommended this evening.

In conclusion let me recapitulate the chief points upon which I endeavored to lay emphasis this evening:

1.—WHY SHOULD WE TRADE WITH JAPAN?

1. Its close geographical position.
2. Its strong financial position.
3. Its favorable position to us as regards supplies and demand.

2.—PRESENT EXTENT OF CANADA'S EXPORTS TO JAPAN.

And consideration of the main articles exported from Canada.

1. Other lines not mentioned in our returns but which we could export to Japan.

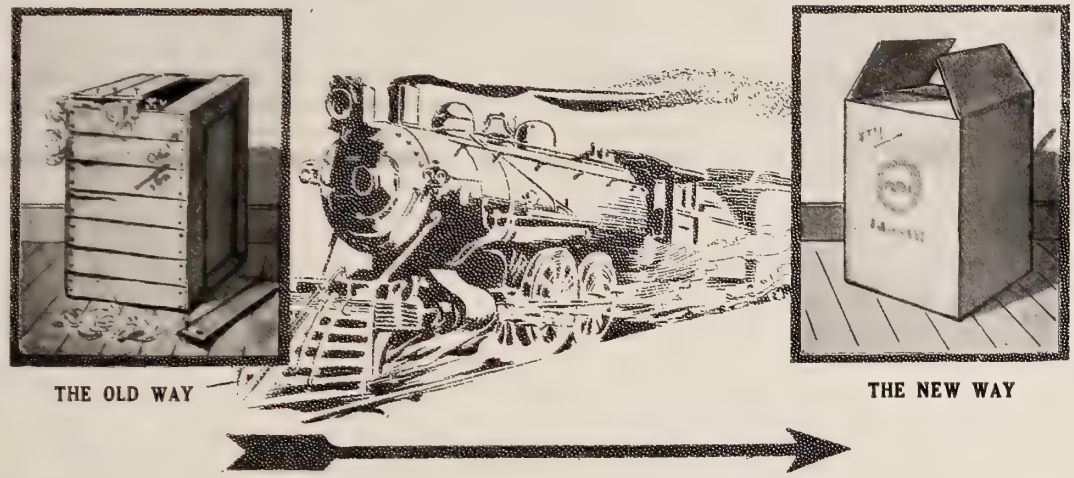
3.—WHY CANADIAN BUSINESS IS SMALL.

1. No Canadian export houses with their branches in Japan.
2. Lack of Canadian salesmen to show their goods and study the requirements of the market.
3. Correspondence has not been complete in the information submitted *re* prices, c.i.f. costs, etc.
4. Our packing and grading not up to 100% efficiency.
5. We have not all been marking and invoicing in the correct way.
6. Our goods not all up to sample.
7. Our deliveries not as prompt as they should be.
8. Lack of appreciation of the potentialities of this market.
9. Some firms have a prejudice about dealing with Japanese.

4.—WHAT WE MUST DO TO INCREASE OUR SALES TO JAPAN.

1. We must correct all the deficiencies in aur organization just mentioned—that is we must have—
   (*a*) Salesmen;
   (*b*) Canadian branch houses for agents or export associations to export.
2. We must be content with small profits and big turnovers.
3. We must make our transportation and harbor facilities 100 per cent. perfect.
4. You must decide to build branch factories in British Columbia to handle your trans-Pacific business.
5. You must enlarge the foreign operations of your Canadian Banks—there should be one other good one in Japan.

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The All Steel Elevated Water Tank is the most economical installation for Automatic Sprinkler systems for fire protection, general mill supply, or Municipal Water Works systems.

Its first cost is not excessive, the maintenance expense is very low, and there is no danger of leakage, falling ice, or possibility of the tank bursting or catching fire.

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DOMINION TEXTILE CO., LTD.
40,000 gallons, 100 foot tower
Sprinkler Service

SEND YOUR INQUIRIES TO

Canadian Des Moines Steel Co.
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OFFICE AND PLANT: 150 INSHES AVE.
CHATHAM, ONT.

5.—You must appreciate the difficulties under which your branches or agents in Japan operate—

(*a*) High import tariff;
(*b*) Trade mark registration;
(*c*) Government monopolies.

6.—You need have no fear of competition from Japan, particularly in high-class goods.

Finally, let me say that I hope I will have the pleasure of talking with you one and all personally—I want to know every manufacturer in Canada—and I want you all to feel that you know me—and my parting will be in Japanese: "Shokun naga dangi wo motte omimi wo wazurawashimashita—Gomen Kudasai," I have troubled your honorable ears with my long speech—please pardon me.

Paint and Varnish Industry

Report of Mining, Metallurgical and Chemical Division of the Dominion Bureau of Statistics

Over $17,000,000 worth of paints and varnishes were manufactured in Canada during 1918, according to a report published Sept. 2nd from the Mining, Metallurgical, and Chemical Division of the Dominion Bureau of Statistics. In the same time Canada imported over $6,000,000 worth of paints, varnishes, and materials used in the paint and varnish industry. Of this sum $1,000,000 was spent in gums; nearly $2,000,000 in white zinc, and over $1,000,000 in rosin. Forty-five establishments were operated during the year with an aggregate capital investment of $15,784,610.

The report gives detailed information regarding the numbers and compensation of the officers, superintendents, clerks, and wage-earners according to classes, and also shows the quantities and values of materials used in the manufacture of the products which are listed by quantities and values.

This report, one of a series of advance chapters dealing with the production of chemicals and allied products in Canada during the year 1918, is available for free distribution to those interested. Requests should be addressed to the Dominion Bureau of Statistics, Ottawa.

Expansion at Petrolia

The Orton Motor Company, Limited, Remodel Plant and Plan New Addition

The Orton Motor Company, Limited, with offices and factory at Petrolia, Ontario, are remodelling their plant and preparing to erect a new building during the autumn of this year. The remodelling of the present plant, which is now well under way, should be far enough advanced by the end of October to put the company on production. The new building is designed for the manufacture of tops, side curtains and other fittings, space in it also being provided for the finishing and trimming departments. It is to be of brick, 100 by 200 feet, with large steel sash and windows. The cost will be approximately one hundred thousand dollars.

The company is very optimistic about the future prospects of the motor manufacturing industry in Canada. The president, Mr. A. Orton, says in a statement sent to INDUSTRIAL CANADA: "The automotive industry throughout the whole country was never in a more satisfactory state. Practically every manufacturer, distributor and dealer is making money and is on a sound financial basis. I am convinced that there is no country in the world that offers greater inducements to invest in automotive securities than Canada. The growth of the industry has been phenomenal." Mr. Orton has recently finished an extensive survey of the industry both in Canada and in the United States.

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(Denatured Alcohol)

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DURING the last session of parliament, the Inland Revenue Act was amended so that the sale of Methylated Spirits (denatured alcohol) is no longer controlled and carried on by the Department of Inland Revenue.

Our Distillery at Corbyville, Ontario,—the largest Industrial Alcohol plant in the British Empire—is fully equipped and thoroughly organized to serve manufacturers who use Methylated Spirits or Denatured Alcohol.

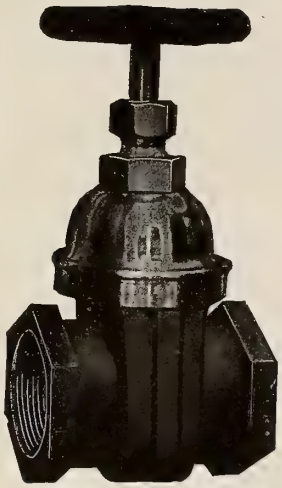
We will be pleased to place at your disposal the advice of our chemists in regard to the use of specially denatured alcohol. One of these formulas may prove more suitable in your business than that which you are now using.

We also manufacture Ethyl Alcohol, Cologne Spirits, Fusel Oil and Non-Potable Alcohol.

All orders received by us will be given the prompt and careful attention that only an organization such as ours can give.

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Brass Gate Valve

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They are not made of one quality this year and another next. Always reliable and worth the price you pay.

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Important Soil Fertility Conference

215 Manufacturers, Salesmen, Agents and Guests ofthe Canadian Fertilizer Industry Hold a Conference at the Ontario Agricultural College

IF the progressiveness of an industry can be judged by the degree to which its manufacturers and selling forces clamor after information, the Canadian Fertilizer industry should rank as a leader among our industries. Late in June its forces—manufacturers, salesmen, agents, guests and friends to the number of 215—gathered at the Ontario Agricultural College to listen to a programme provided by the Soil and Crop Improvement Bureau of the Canadian Fertilizer Association in co-operation with the staff of the Ontario Agricultural College. This is a step unique in the annals of Canadian industries. It is an instance of a whole industry going to school.

Why was this second Annual Fertility Conference so important?

First—Because its entire deliberations dealt with foundation stones of Canadian business. Henry G. Bell, Director of the Soil and Crop Improvement Bureau and chairman of the conference, said in his opening remarks "Canadian soils are valuable only in so far as they will produce food for man and beast; on the degree of their productiveness depends the progress of rural Canada, and the prosperity of our manufacturing centres. Remember that the larger and the better the crops of Canada are, the greater is the buying capacity of Canada as a whole."

Second—Because taking something from something often enough leaves nothing. Canadian farmers are expert miners. They are raising and selling, raising and selling, till the drain upon the resources is being felt. To be specific, the weight of nitrogen, phosphoric acid and potash (three essential crop foods) removed from Ontario soils by 1919 crops, would load to capacity 100 freight trains of 100 cars each. A small amount of fertility is being returned in stock manure; some nitrogen through growing of legumes, and comparatively little of all three plant foods in fertilizers. Nevertheless there is an increasing deficit year by year.

Third—This is one of the first instances of educational institutions and business arriving at a common viewpoint.

For these and other reasons this Conference bespoke intelligent progress in the building up of Canadian industry—both farming and manufacturing—along lines which are sound and designed for permanency.

Mr. Moffat, manager Gunns, Limited, West Toronto, speaking for the Canadian fertilizer manufacturers, said that the industry in Canada was very anxious to develop the manufacture of fertilizers and their sale along scientific and logical lines. It was not a case of putting all the attention on getting out a maximum of product at a minimum of cost. The Canadian fertilizer manufacturers had gone far beyond this in that they had—at considerable expense—established an educational bureau whose chief endeavor it was to direct Canadian farmers into most productive paths, and especially to disseminate reliable information regarding the upkeep of the fertility of the soil and the proper use of fertilizers.

Dr. H. O. Buckman, of the Soils Department, Cornell University, and Prof. Robert Harcourt, Chemist of O.A.C., dealt with technical discussions of chemistry, physics and soil biology bearing directly on the question of maintaining the fertility of our soils and obtaining greatest returns from them. Dr. Buckman brought out a very strong point, based on Cornell investigations, in condemnation of a common farm

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H. V. ANDREWS Canadian Representative **13 Church St., Toronto**

practice in Ontario. He showed that the loss of plant food from soil that is summer fallowed is many times greater than from the same soil under a judicious system of cropping. He very strongly recommended the liberal use of high-grade fertilizers.

Henry G. Bell, Director of the Bureau, brought out some very important points bearing on Ontario farming practice, the most important of which were:

1. While legumes add some nitrogen to a soil, they do not supply other important plant food constituents; therefore it is impossible to keep up the fertility of the soil by growing clover.

2. It is not most profitable to buy plant food in its cheapest form at all times. Cheap phosphates, such as basic slag, have a place; but to attempt to obtain largest and most profitable yields of such money crops as wheat, corn, potatoes and tobacco with such a low grade source of phosphate has been shown impossible by long-time experimentation at Ohio, Indiana, and other experiment stations.

Mr. Bell, who was formerly Professor of Soils and Crops, University of Maine, quoted from his extensive observations throughout the northern half of this Continent. He instanced the rapid strides in farm improvement in Indiana, Ohio, Missouri and, in these later years, in prominent sections of Ontario, as indicative of what beneficial results could be obtained if more Ontario farmers put into operation well-founded practices of soil fertility management. The important work Prof. Bell has developed for the Canadian fertilizer industry is aimed especially at disseminating this valuable information.

Trade With France

The Canadian Section of the British Chamber of Commerce at Paris Can Assist Exporters

Amongst British Chambers of Commerce established abroad, that of Paris is conspicuous for its enterprise in serving the requirements of British Trade and Industry, and, furthermore, it possesses a very active Canadian Section.

The Committee of this section is composed of persons themselves interested in trade with Canada, and consequently is in a position to supply all the requirements of Canadian members. The membership of the Chamber is restricted to firms of British nationality, it receives no subsidy from the Canadian or British Governments, and carries on its most necessary work entirely through the subscriptions of its members. To enable the Chamber to take up a firm position and thus sufficiently combat foreign competition, it very naturally deserves to continue to add to its membership.

Amongst other things, it puts its members into touch with suitable agents in France, obtains information on the Commercial standing of French firms, supplies exact Customs classification of goods, notifies changes in French customs duties and proposed commercial legislation, communicates enquiries from French buyers of British goods and, furthermore, publishes a very useful bulletin of information.

Applications for membership should be made to the Secretary of the Canadian Section, British Chamber of Commerce, Incorporated, 6, rue Halévy, Paris.

Trans-Canada flying will be inaugurated within a year's time according to a statement made by Major R. D. Hobbs, Dominion Inspector of Civil Aviation. Surveying of a coast to coast route is practically completed in certain districts, he said.





Bird's-eye View of the Plant of John Morrow Screw and Nut Co., Limited, Ingersoll

Reliability of Product — Generous Treatment

The care of those who buy from us is our first consideration. Our customers must be pleased and satisfied or we are not content with the deal

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RAWHIDE PINIONS

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MONTREAL

Book Reviews

Australia's Water Conservation

Harnessing Australia's Greatest River; Supplement to the *Industrial Australian and Mining Standard.* Melbourne, June 17th, 1920.

Of particular interest to Canadians who are anxious to see our own great resources of water-power fully developed is this account of what the Commonwealth of Australia is doing in that direction. The River Murray is over fifteen hundred miles long, rising in the Snowy Mountains of Victoria, and flowing through the States of Victoria, New South Wales and South Australia to the sea. The river, for the greater part of its course, flows through comparatively level country; harnessing the stream for the production of power is therefore out of the question. But the water can be used for irrigation, and the River Murray Commission was appointed to perfect plans for this purpose. "The scheme," says L. E. Groom, president of the commission, "may be said to be now fairly launched, the main works having been started. Every endeavor will be made by the four contracting parties to the agreement (the Commonwealth and the three States) to ensure the completion at the earliest possible date of these great national works, but it must be recognized that an engineering problem of such magnitude of necessity demands much care and time for completion. When the scheme covered by the agreement shall have been finished, the greatest river in the Commonwealth will be harnessed for the purposes of man, and the result will be a vast addition to the area of land capable of irrigation, security and regularity of supplies of water, the establishment of new settlements, increased production, and the making available for the purposes of the producers of the River Murray valley of a permanent navigable highway of over 1000 miles."

The supplement gives a detailed account of the history of the scheme, the engineering problems, and the way they have been solved. The account is illustrated with maps, plans and photographs, and gives the reader as good an idea of this tremendous development project as one can get without being actually on the spot. The work of the River Murray Commission is an important chapter in Australian history, and the *Industrial Australian and Mining Standard* has had the honor of writing it.

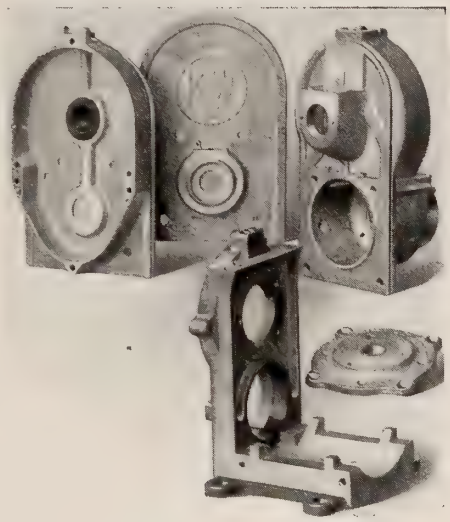
Pulp and Paper

A Handbook of the Canadian Pulp and Paper Company; Montreal, 1920, the Canadian Pulp and Paper Association.

The many facts, historical, technical, financial, that are available concerning the pulp and paper industry in Canada, have been collected and summarized in a form convenient for purposes of reference. The publishers of the handbook, while not guaranteeing the statements it contains, have taken them from trustworthy sources and believe them to be reliable. Assistance in its compilation was rendered by several Dominion and Provincial Government Departments. Photographs and statistics were furnished by various Canadian pulp and paper companies.

The historical outline in the first chapter is followed by a census of the industry which shows how great a growth has taken place in recent years. A chapter on pulp and paper securities, prepared in part by the Royal Securities Corporation, Limited, gives valuable statistics for the prospective investor. The publication as a whole is artistic in make up and illustrations, and should appeal to all persons interested in the development of Canada's natural wealth.

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Information for Exporters

Exporter's Gazetteer of Foreign Markets; compiled by Lloyd R. Morris, New York, the American Exporter.

This volume is a reference guide to the imports and exports industries, shipping, banking, products, climatic and other local conditions of foreign markets. As the word, foreign, in this connection is relative to the United States, the book does not deal as fully with that country as with the others. Canadian exporters, however, will find the information and statistics about the remaining foreign markets to be as useful to them as to their southern competitors.

The Gazetteer is a handsomely bound book of 808 pages. In addition to the tables, a number of charts, a map of the world, a map of the New Europe and live maps of each of the markets are included.

Boiler Room Economy

The Combustion Chamber, August 1920. Monthly magazine published by the *Underfeed Stoker Company of Canada, Limited, and the Underfeed Stoker Company of America.*

This attractive little house organ should be seen by all who are interested in boiler room economy. The leading article in the August issue is by Dean P. F. Walker of the School of Engineering, University of Kansas. In it he describes the experiences he had in operating James Underfeed Stokers at the power plant of the University of Kansas. The installation was found unsatisfactory at first, owing to the high percentage of non-combustible refuse and sulphur in the coal being used. Tuyere blocks were frequently burned out and the plant was far from efficient. Mr. Walker studied the situation and found that the fault did not lie in the equipment but in the way it was being handled. He conducted a series of tests, and discovered the proper method of stoking to suit the particular circumstances. As an example of the "process of education that is frequently necessary when high-grade apparatus is put into service," the story in its entirety is well worth reading.

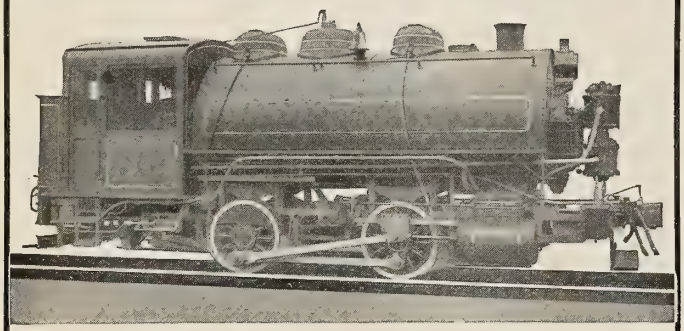
Fire Alarm Publications

The Northern Electric Company has just issued two new fire alarm bulletins. One of these describes fire alarm systems for municipalities; the other, fire alarm systems for industrial plants, schools, hospitals, hotels and public buildings.

The intricate and important problems connected with fire protection are treated in detail with descriptions and illustrations of the various systems and equipment used. The books also contain some very vital statistics on fire losses and an outline of the history of fire alarm development. They are excellently printed on first-class stock and cover designs are in an appropriate scarlet; appearance and contents combining to make a most impressive exposition of an impressive subject.

Sample copies of both publications were distributed to the Fire Chiefs at the International Fire Chiefs' Convention recently held at Toronto and met with very favorable comment. The Northern Electric Company will gladly send copies to any parties interested.

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British Engineering Standards Association

Specifications Now Available—List of Recent Publications Obtainable From the Secretary, Canadian Engineering Standards Association

THE Secretary of the Canadian Engineering Standards Association announces that a stock of a number of the most important publications of the British Engineering Standards Association has now been received, and is available for distribution. The following list does not include all publications of the British Engineering Standards Association, but covers those of recent issue which have been published under the new regulations. Copies are for sale at the prices stated below and may be obtained from the Secretary, Canadian Engineering Standards Association, Room 112, West Block, Ottawa.

REPORT NO. B.E.S.A. PUBLICATIONS.

C.L.2582—*Interim Report on British Standard Sizes of Single Row Ball Journal Bearings for Automobile.*
15c net.

Gives inch sizes for light and heavy type bearings for shafts from ¼ to 4½ ins. diameter, and metric sizes for light, medium, and heavy type bearings for shafts from 10 mm. to 110 mm. diameter.

C.L.3750—*Interim Memorandum on French Metric Screw Threads for Aircraft Purposes.*
15c net.

This Memorandum describes the system of screw threads for aircraft purposes used by the French military authorities, and is accompanied by tables

REPORT NO. B.E.S.A. PUBLICATIONS.

showing limits of size, tolerances, etc., for two grades of fit. The form of thread is that of the Systeme International, in which the crest is cylindrical while the root of the thread is curved in section. The finer tolerances are provided for cases where great accuracy is required. The second-grade tolerances are suitable for ordinary bolts and nuts.

C.L.7130—*British Standards for Annealed Copper Conductors for Electric Power and Light (up to 1 square inch area).*
15c. net.

Gives diameter, area, weight, and resistance per 1,000 yards, for circular wires, single and stranded circular conductors for flexible cords, and conductors for flexible cables.

C.L.7270—*Interim Report on British Standard Whitworth (B.S.W.) Screw Threads and their Tolerances (¼ inch to 6 inches dia.) (Superseding Reports Nos. 20 and 38.)*
25c. net.

This import report gives the British standard nomenclature and definitions referring to screw thread work, also standard dimensions of B.S.W. threads, followed by tables of standard sizes and tolerances, for both bolts and nuts, on pitch, angle, full diameter, effective diameter, and core diameter.

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REPORT NO. B.E.S.A. PUBLICATIONS.

C.L. (M)7271—*Interim Report on British Association (B.A.) Screw Threads with Tolerances for Nos. 0 to 15 B.A.) (Superseding Report No. 20).*
25c. net.

Gives similar information to that contained in C.L. (M) 7270, but applying to B.A. threads from .010 to .236 inch full diameter (0.25 to 6.0 mm.)

3-1903—*Report on the Influence of Gauge Length and Section of Test Bar on the Percentage of Elongation, by Professor W. C. Unwin.*
25c. net.

This report deals with the variation of percentage of elongation with different gauge lengths and sections of test bar. The tests cover a wide range of conditions, and no such complete information as to variation of elongation with the form of test bar has been previously available.

6-1904—*Properties of British Standard Sections for Structural Steel.*
25c. net.

This important and complete report is likely to undergo revision in the near future, as an endeavor is being made to obtain a larger measure of agreement between British and American standard sections.

7-1919—*British Standard Specification for Dimensions of Insulated Annealed Copper Conductors for Electric Power and Light Including Pressure Tests.*
25c. net.

This specification does not deal with the composition, quality or durability of the insulating material used as the dielectric, but covers definitions, sizes, and electrical characteristics for solid and stranded conductors, with particulars of dielectric and sheathing. Standard tests are also described.

8-1904—*British Standard Specifications for Tubular Tramway Poles.*
25c. net.

Three grades of steel pole are described as regards dimensions, material and tests.

10-1904—*British Standard Tables of Pipe Flanges.*
25c. net.

This report gives the British standard dimensions for pipe flanges for steam and water piping for low pressures and high pressures, dimensions of welded-on flanges for pipe lines, for working steam pressures of 125, 225, and 325 lbs. per square inch, dimensions for short flanged bends and tees of cast metal for pressures up to 325 lbs. per square inch, and dimensions for long bends of wrought iron and steel.

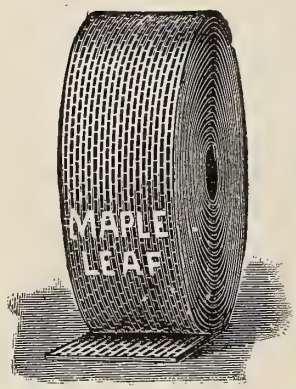
12-1915—*British Standard Specifications for Portland Cement.*
25c. net.

Governs composition and manufacture, with methods of sampling and testing cement, and describes the apparatus needed for making tests according to the standard methods.

13-1910—*British Standard Specifications for Structural Steel for Shipbuilding.*

Covers manufacture, physical properties, testing, and inspection methods.

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REPORT NO. B.E.S.A. PUBLICATIONS.

14-1907—*British Standard Specifications for Structural Steel for Marine Boilers.*
25c. net.

Covers manufacture, physical properties, testing and inspection methods.

15-1912—*British Standard Specifications for Structural Steel for Bridges, etc., and General Building Construction.*
25c. net.

Covers manufacture, physical properties, tests, and inspection methods.

18-1910—*Forms of British Standard Tensile Test Pieces.*
25c. net.

This report is published separately, but is also included as an appendix to Reports Nos. 13, 14, 15, 24, 29, 47, 48, 51, 64, 66, 75, and others.

21-1909—*Report on British Standard Pipe Threads for Iron or Steel Pipes and Tubes.* (*Revised Nov.*, 1909).
25c. net.

This report gives definitions and tables of dimensions for British Standard Pipe Threads. In this system the Whitworth form of thread is employed, but fine pitches are used, and both parallel and conical screw ends are provided for.

23-1905—*British Standards for Trolley Groove and Wire.*
25c. net.

Gives dimensions of standard trolley wheel groove, and recommends minimum tensile breaking strength for various sizes of wire.

REPORT NO. B.E.S.A. PUBLICATIONS.

24-1911—*British Standard Specifications for Railway Rolling Stock Material. Part 1.—Locomotive Carriage and Wagon Axles.* (*Revised, December*, 1911).
Pt. I.
25c. net.

Alternative specifications (with and without limits on sulphur and phosphorus) are given for locomotive axles (crank and straight) and for carriage and wagon axles.

24-1911—*British Standard Specifications for Railway Rolling Stock Material. Part II.—Locomotive, Carriage and Wagon Tyres.* (*Revised, December*, 1911).
Pt. II.
25c. net.

Specifications are given for locomotive tyres (with chemical analysis) and for carriage and wagon tyres (both with and without analysis).

24-1911—*British Standard Specifications for Railway Rolling Stock Material. Part III.—Laminated, Volute and Helical Springs and Steel for Laminated Springs.* (*Revised, December*, 1911).
Pt. III.
25c. net.

Gives alternative specifications (with and without chemical analysis as to carbon sulphur and phosphorus) for each of the above.

24-1911—*British Standard Specifications for Railway Rolling Stock Materials. Part IV.—Steel Forgings, Blooms and Castings.* (*Revised, December*, 1911).
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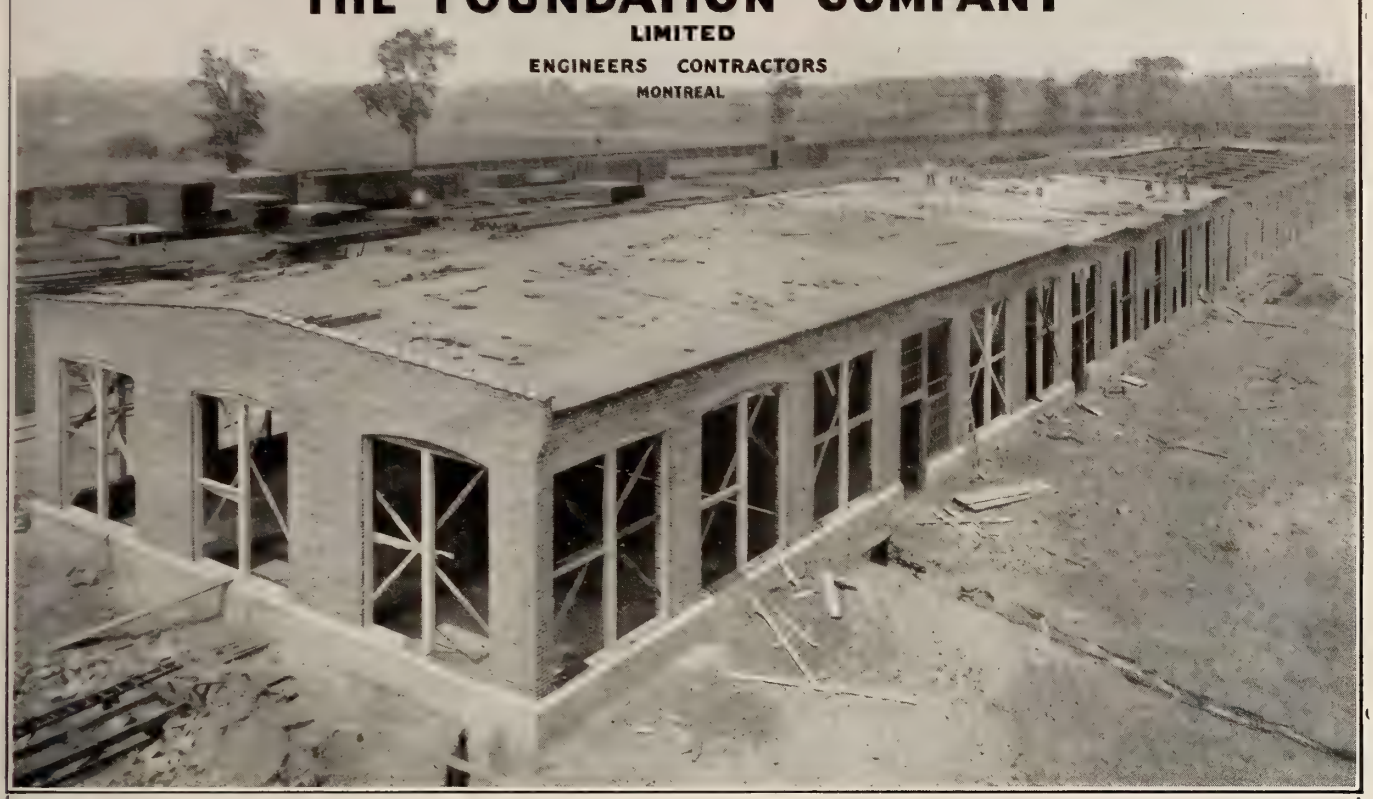
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24-1911—*British Standard Specifications for Railway Rolling Stock Material. Part V.—Copper Plates, Rods and Tubes, and Brass Tubes.*
Pt. V. 25c. net.

Covers analysis, tests, and inspection methods.

24-1911—*British Standard Specifications for Railway Rolling Stock Material, Part VI.—Steel Plates, Angles, etc., and Rivets for Locomotives, Carriages and Wagons. (Revised, December, 1911).*
Pt. VI. 25c. net.

Covers locomotive boiler and rivet steel; also plates, angles and rivets for other parts of locomotive, carriage and wagon construction.

29-1909.—*British Standard Specifications for Ingot Steel Forgings for Marine Purposes. (Revised, Nov., 1909).*
25c. net.

Covers manufacture, physical properties, tests and inspection.

30-1907—*British Standard Specification for Steel Castings for Marine Purposes.*
25c. net.

Covers manufacture, physical properties, tests and inspection.

31-1910—*British Standard Specification for Steel Conduits for Electrical Wiring. (Revised, Sept., 1910).*
25c. net.

Deals with plain light gauge, and screwed heavy gauge, conduit, giving standard dimensions, methods of gauging, measurement, and inspection.

37-1919—*British Standard Specification for Electricity Meters. (Revised, January, 1919).*
25c. net.

This specification is intended to apply to the purchase of new meters, governing their sale by the manufacturer to the purchaser. Requirements for meters up to the largest sizes in use as well as for three-wire and three-phase meters are included. The electrelytic type of meter is not dealt with. The specification gives standard definitions and provisions regarding external characteristics, insulation, labels, standard method of marking, registering mechanism, minimum running current, permissible limit of error and rate of registration, tests, precautions necessary in erection and other particulars.

40-1908—*British Standard Specification for Cast Iron Spigot and Socket Low Pressure Heating Pipes.*
25c. net.

This specification gives particulars as to material and manufacture; also a schedule of dimensions and weights with full size sections, for cast iron spigot and socket pipes suitable for low pressure heating.

41-1908—*British Standard Specification for Cast Iron Spigot and Socket Flue or Smoke Pipes.*
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This specification gives particulars as to material and manufacture; also a schedule of dimensions and weights with full size sections, for light cast iron spigot and socket pipes suitable for flue or smoke pipes.

43-1909—*British Standard Specification for Charcoal Iron Lap-welded Boiler Tubes.*
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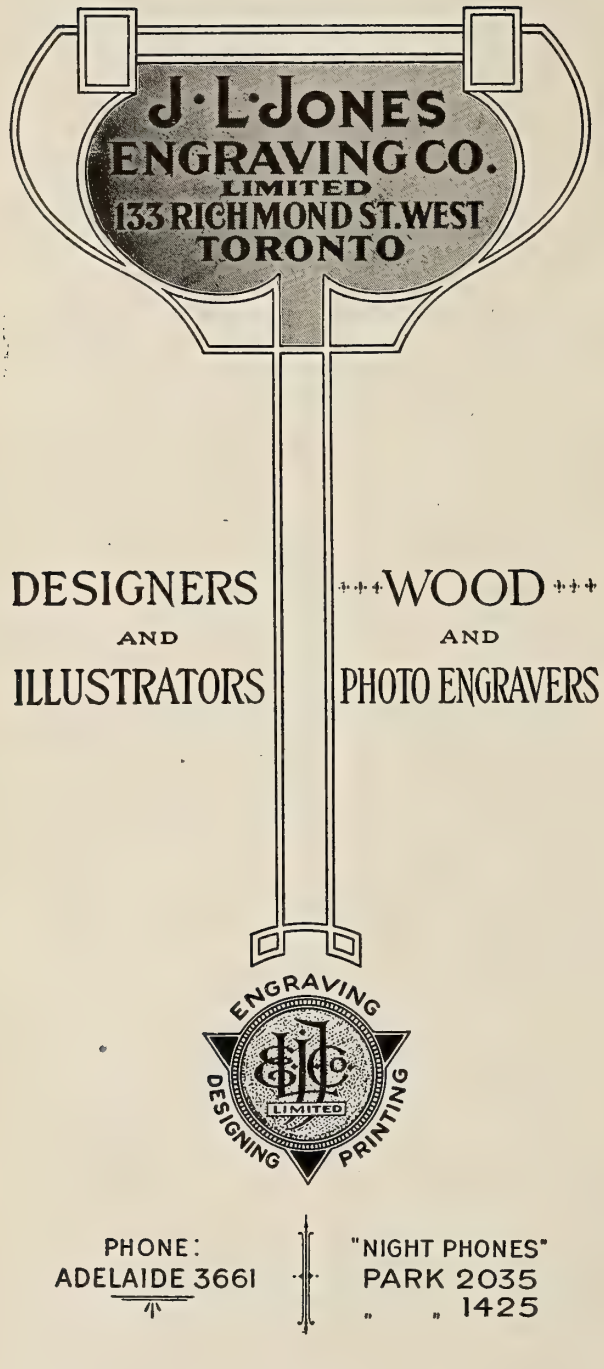
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REPORT No. B.E.S.A. PUBLICATIONS.

44-1909—*British Standard Specification for Cast Iron Pipes for Hydraulic Power.* 25c. net.

Provision is made for two classes of this pipe, together with bends, tees, and special castings—Class A.: Working pressures from 700 to 900 lbs. per sq. inch; Class B.: Working pressures from 900 to 1,200 lbs. per sq. inch. The specification covers quality of material, permissible variation of weight, marking, testing, inspection, and tables of dimensions and weights.

45-1917—*Report on British Standard Dimensions for Sparking Plugs for Internal Combustion Engines. (Revised, September,* 1917). 25c. net.

This report covers external dimensions only, the form of thread used being a metric thread having a 60 degree angle; tolerances on full diameter, effective diameter and core diameter for the thread on the plug and in the tapped hole are given, together with external dimensions of the complete plug, and standard nomenclature of sparking plug parts.

46-1909—*British Standard Specifications for Keys and Keyways.* 25c. net.

The specifications cover material, tests, definitions and tables of dimensions for three classes of key; (*a*) Parallel Sunk Key; (*b*); Taper Key; (*c*) Taper Sunk Key.

47-1919—*British Standard Specification and Sections for Steel Fishplates for British Standard Bull Head Railway Rails (For rails from 70 lbs. to 100 lbs. per yard, inclusive); And for British Standard Flat Bottom Railway Rails (For rails from 25 lbs. to 100 lbs. per yard, inclusive). (Revised, June,* 1919). 25c. net.

Specifies quality and chemical composition of steel, tests, manufacture, and inspection, and gives tables of standard dimensions.

48-1909—*British Standard Specification for Wrought Iron of Smithing Quality for Shipbuilding—Grade D.* 25c. net

Covers physical properties, tests, manufacture, and inspection for puddled wrought iron bars.

51-1913—*British Standard Specification for Wrought Iron for Use in Railway Rolling Stock, "Best Yorkshire" and Grades A, B and C. (Revised, Aug.,* 1913). 25c. net.

Covers physical properties, tests, manufacture, and inspection of puddled wrought iron plates, bars, angles, and other sections; also for billets and blooms for certain grades of material.

53-1913—*British Standard Specification for Cold Drawn Weldless Steel Tubes for Locomotive Boilers. (Revised, August,* 1913). 25c. net.

Covers material, manufacture, physical and chemical properties, tests and inspection.

59-1912—*British Standard Specification for Cast Iron Spigot and Socket Waste and Ventilating Pipes for Other Than Soil Purposes.* 25c. net.

Gives specification, and tables of dimensions for pipes, bends, branches, inspection doors, sockets and other special fittings.



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REPORT NO. B.E.S.A. PUBLICATIONS.

61-1913—*British Standard Specification for Copper Tubes and Their Screw Threads (Primarily for domestic and similar work).* 25c. net.

Deals with three classes of tube for low, medium and high pressure, and covers composition, tests, and standard sizes, with specifications for suitable screw threads giving complete dimensions.

62-1913—*British Standard Screwing for Marine Boiler Stays.* 25c. net.

Recommends the use of Whitworth form of thread, either six or nine per inch, according to size of stay.

63-1913—*British Standard Specification for Sizes of Broken Stone and Chippings.* 25c. net.

This specification was formulated as a result of conferences between the quarry owners and read authorities, and gives standard nomenclature, definitions and methods of measurements for broken stone and chippings.

64-1913—*British Standard Specification for Steel Fishbolts and Nuts for Railway Rails.* 25c. net.

Covers physical properties and manufacture, tests, and inspection for carbon steel bolts.

65-1914—*British Standard Specification for Salt-Glazed Ware Pipes.* 25c. net.

This report contains tables of dimensions and particulars regarding sockets, grooving, glazing, permissible variation in thickness and diameter, methods of testing for strength and absorption.

REPORT NO. B.E.S.A. PUBLICATIONS.

66-1914—*British Standard Specification for Copper Alloy, Three-Piece Unions for Low and Medium Pressure British Standard Screwed Copper Tubes Primarily for domestic and similar work.* 25c. net

Gives composition and tests for material, details as to screw threads, and complete tables of dimensions.

67-1914—*British Standard Specification for Two and Three Plate Ceiling Roses.* 25c. net.

Contains particulars as to construction, material and dimensions for roses up to 250 volts and for currents not exceeding 5 amperes.

68-1914—*British Standard Method of Specifying Resistance of Steel Conductor Rails.* 25c. net.

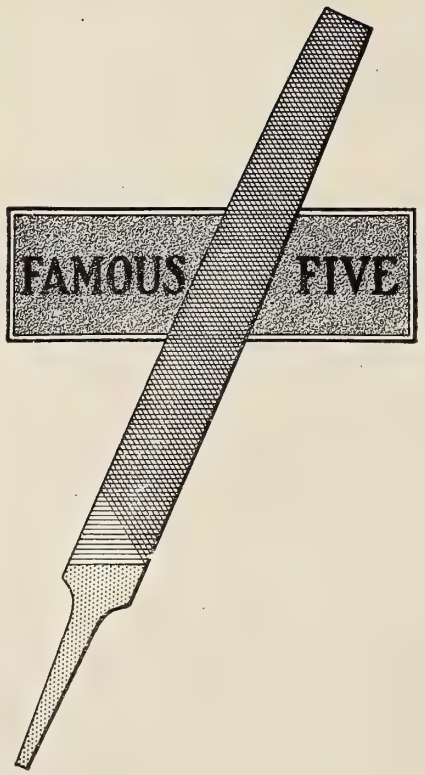
Recommends method of expressing resistance in microhms, defines the temperature cœfficient, and gives tables of reduction factors.

69-1915—*Report on British Standard Tungsten Filament Glow Lamps (Vacuum Type) for Automobiles.* 25c. net.

Defines form of bulb, position of filement (for head lights only) and formulates standard sizes for bulbs and caps.

71-1917—*Report on British Standard Dimensions of Wheel Rims and Tyre Bands for Solid Rubber Tyres for Automobiles. (Revised September, 1917).* 25c. net.

This report gives standard sizes of wheel rims and corresponding internal dimensions of solid rubber tyres, for sizes of wheel varying from 670 mm. to 881 mm. Metric dimensions are used throughout.



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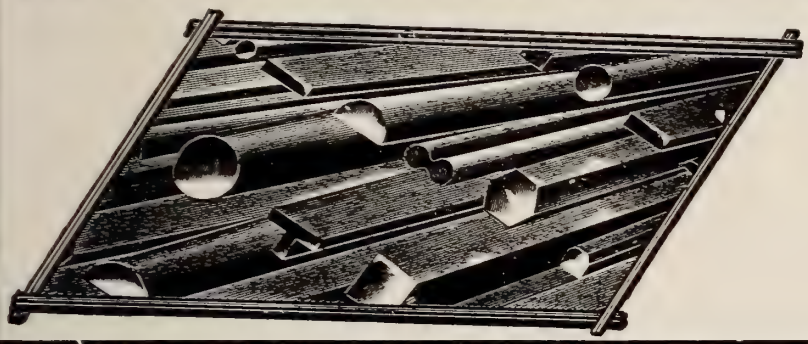
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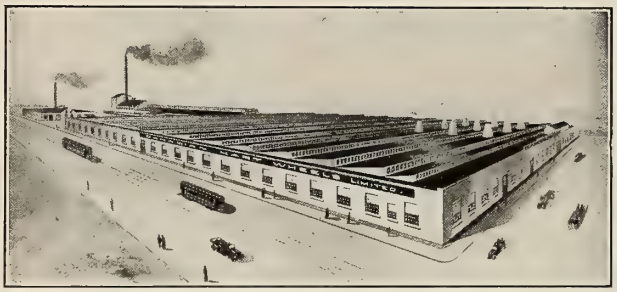
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REPORT NO. B.E.S.A. PUBLICATIONS.

72-1917—*British Standard Rules for Electrical Machinery (excluding motors for traction purposes). (Revised September, 1917).* 25c. net.

This important report is intended to define the conditions which characterize British standard electrical machinery, including transformers, but excluding traction motors, and to provide the purchaser and manufacturer with a general specification indicating the information which should be forwarded with an enquiry or an order for an electrical machine. Methods of defining the rating or rated output are formulated, and in this connection are in substantial agreement with the corresponding rules of the American Institute of Electrical Engineers. Enquiries based on these rules will enable the purchaser to compare tenders received from various manufacturers.

73-1919—*British Standard Specification for Five-Ampere, Fifteen-Ampere, and Thirty-Ampere Two-Pin Wall Plugs and Sockets for Domestic Purposes (Without earthing connection). (Revised December, 1919).* 25c. net.

Gives particulars as to construction, standard dimensions, material, and methods of gauging for two-pin plugs and sockets of three sizes (5, 15, and 30 amperes) for pressures not exceeding 250 volts.

74-1917—*British Standard Specification for Charging Plug and Socket for Vehicles Propelled by Electric Secondary Batteries. (Revised, September, 1917).* 25c. net.

This report contains the provisions necessary to secure interchangeability between any charging plug and any socket of the concentric type. Dimensions of the contact portion of the plug and socket, and dimensions of the gauges needed to check these are given.

75-1916—*British Standard Specifications for Wrought Steels for Automobiles.* 25c. net.

This important report contains definitions of terms used, methods of testing, and specifications for ten grades of carbon, nickel, and nickel chrome steel, each specification giving chemical composition, tensile and brinell tests.

76-1916—*British Standard Nomenclature of Tars, Pitches, Bitumens and Asphalts, when used for Road Purposes, and British Standard Specifications for Tar and Pitch for Road Purposes.* 25c. net.

This valuable report defines tars, pitches, bitumens, and asphalts for road purposes, distinguishing between the tar products and bitumens and asphalts. In this respect the practice of the B.E.S.A. is not in accordance with that usual in the United States, where the term bituminous is applied in a wider sense than in Great Britain.

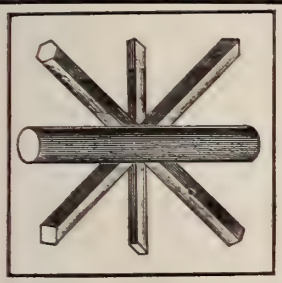
The specification gives definitions, properties and methods of testing for two qualities of tar, and for pitch suitable for pitch-grouting.



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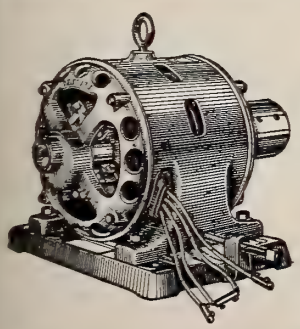
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2 2 h.p. Peerless.
5 ½ h.p. Wagner.
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25 Cycles, 110 volts *only*.

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1 ⅛ h.p. Menominee.

New Single Phase, 110/220 volts, 1800 r.p.m., 60 Cycles.

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1 1 h.p. St. Louis.
1 1 h.p. Westinghouse.
1 2 h.p. Wagner.
3 ½ h.p. Wagner.

60 Cycles, 110 volts *only*.

5 ¼ h.p. Ohio.
1 ¼ h.p. St. Louis.
2 ⅓ h.p. Menominee.

Second-hand, Single Phase, 60 Cycles, 1200 r.p.m.

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1 25 h.p., 750 r.p.m., Ball-bearing Motor, with base, pulley, starter with NVR.
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1 7½ h.p. Fairbanks, 750 r.p.m., base, pulley, starter with NVR.
1 3 h.p T.H.E., 1500 r.p.m., base, pulley.

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REPORT NO. B.E.S.A. PUBLICATIONS.

78-1917—*British Standard Specification for Cast Iron Pipes and Special Castings for Water, Gas and Sewage.* 25c. net.

Deals with cast iron flange and spigot and socket piping of four weights, defining methods of manufacture and testing, and giving tables of dimensions for standard pipe, bends, tees, etc.

79-1919—*Report on British Standard Special Trackwork for Tramways.* 25c. net.

Gives standard nomenclature and dimensions for turnouts, crossovers, junctions, crossings, and switches, with tables for laying out.

81-1919—*British Standard Specification for Instrument Transformers.* 25c. net.

Deals with current and potential transformers, formulates standard ratios of transformation and sizes, and specifies permissible ratio-error and phase-error.

82-1919—*British Standard Specification for Starters for Electric Motors (Face Plate Type) (Suitable Motors not ordinarily requiring to be started more than twice per hour).* 25c. net.

This report covers definitions, pressures, methods of enclosure, standard sizes and ratings, general construction, marking and tests.

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83-1918—*British Standard of Reference for Aircraft Dope and Protective covering (Including specifications for each ingredient and method of application).* 25c. net.

Provides a standard of reference reproducible in any laboratory, for the purpose of comparing various commercial dopes.

84-1918—*Report on British Standard Fine (B.S.F.) Screw Threads and their Tolerances.* 25c. net.

This report gives revised tables of dimensions for British Standard Fine screw threads and covers theoretical dimensions and standard sizes and tolerances of bolts and nuts for two grades of fit. The report also contains an appendix dealing with methods of determining and compensating for errors in pitch, form of thread, and diameter. Much information is given regarding methods of gauging screw threads.

86-1919—*British Standard Specification for Magnetos for Aircraft Purposes (Superseding for Aircraft purposes Report No. 80-1917).*

Deals with all dimensions (except those of the spring couplings) affecting the interchangeability of magnetos as a whole. Both flange-mounted and base-mounted magnetos are considered.

87-1919—*Report on British Standard Dimensions for Airscrew Hubs.* 25c. net.

Gives dimensions affecting the method of securing the airscrew to the hub for engines up to approximately 1000 H.P. and has been drafted with a view to securing international standardization as far as possible.

88-1919—*British Standard Specification for Electric Cut Outs for Low Pressure Type O. For ordinary duty with working currents not exceeding 100 amperes.* 25c. net.

This specification covers dimensions and standard sizes of cut-outs for low pressure and ordinary duty. A separate specification is contemplated for heavy duty cut-outs.

89-1919—*British Standard Specification for Indicating Ammeters, Voltmeters, Wattmeters, Frequency and Power Factor Meters.* 25c. net.

Provides for instruments of three grades, classed as to degree of accuracy. States requirements as to scales, pointers, damping, insulation, marking of connections, limits of error, and other important points.

90-1919—*British Standard Specification for Recording (Graphic) Ammeters, Voltmeters, and Wattmeters.*

Defines chart ruling, adjustments, damping, insulation, marking of connections, limits of error, etc.

95-1919—*British Standard Tables for Use in Engineering Workshops Giving Corrections to Effective-Diameter Required to Compensate Pitch and Angle Errors in Screw Threads of Whitworth Form.* 25c. net.

This important paper gives the necessary information in convenient form for correcting threads of Whitworth form from 28 per inch to 2½ per inch.



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REPORT No. B.E.S.A. PUBLICATIONS.

98-1919—*British Standard Specification for Goliath Lamp Caps and Lamp Holders (For currents up to 15 amperes or powers up to 1000 watts for pressures not exceeding 250 volts when the containing case is of metal only, or for pressures not exceeding 650 volts when the containing case is of porcelain or of metal with porcelain lining).*

These large lamp caps and holders are fitted for round threaded socket screws ¼ inch pitch and approximately 1½ inch mean diameter. Details for gauging methods are given.

103-1919—*British Standard Specification for Falling Weight Testing Machines for Rails.* 25c. net.

Describes essential features of foundation, anvil block, falling weight, and height gauge.

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REPORT No. B.E.S.A. PUBLICATIONS.

104-1919—*British Standard Sections of Light Flat Bottom Railway Rails and Fishplates (For rails from 10 to 20 lbs. per yard inclusive).* 25c. net.

Gives dimensions for six standard sections.

105-1919—*British Standard Sections of Light and Heavy Bridge Type Railway Rails.*

Gives dimensions for seven standard sections.

107-1919—*British Standard Rolled Sections for Magnet Steel.* 25c. net.

Covers dimensions an tolerances for seventy sections of steel for magnetos.

Requests for copies of any of the above should be addressed to:

"The Secretary.
Canadian Engineering Standards Association,
Room 112, West Block,
Ottawa, Ont."

and should be accompanied by money order payable to the Canadian Engineering Standards Association, Ottawa.

Branch Factory at Peterborough

Laundryette Manufacturing Company of Cleveland, Ohio, to Make Machine in Canada

The latest of five United States companies who have established Canadian branch factories at Peterborough, Ontario, during the past nine months, are the Laundryette Manufacturing Company of Cleveland, Ohio. The Laundryette Company have leased a building on Simcoe and Bethune streets with an option to purchase. They will take over this building on November 1st and expect to begin manufacturing operations soon after. A minimum of fifty workmen will be employed.

The products of this company is a patented domestic laundry machine, which both washes and dries clothes. The company have had great success in the United States and some business in Canada. When the machine is made in this country, they look forward to building up a large business.

Edward Parnell, of the Speirs-Parnell, Limited, has been elected president of the Winnipeg Board of Trade, succeeding H. M. Agnew, who has recently resigned.

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Vol. XXI. TORONTO, OCTOBER, 1920 No. 6

Editorial Comment

Precautions Against Dumping

WITH the reported slowing down of production in the United States there will be a temptation on the part of some American manufacturers to use this country as a dumping ground for their surplus stocks, and already there are evidences that this is being done. There is machinery provided for preventing the demoralization of our market by a flood of cheap imported goods, and this can be effected through the application of the dumping clause. Undoubtedly attempts will be made to evade this regulation, and the utmost vigilance is needed to prevent any widespread violation of its provisions.

Not only does the dumping of goods serve to demoralize the domestic market, but when goods are so imported the Government does not receive the revenue it is entitled to. From both standpoints it is desirable that all possible steps should be taken to see that goods coming into the country are not valued at less than their fair market price in the United States, or if imported at such lower valuation, are subjected to the special dumping duty provided in such cases. The next few months may prove to be trying ones in this regard, and a watchful eye should be kept on the situation.

The Shortage of Industrial Alcohol

A SOMEWHAT disquieting statement with regard to the shortage of industrial alcohol has been issued by the Advisory Council for Scientific and Industrial Research. It indicates an impending world-wide shortage in the supply of this important material and gives an explanation of the causes which are at work to produce this result, in Europe the scarcity of the raw material from which alcohol is made and in the United States and Canada through the operation to a large extent of prohibition laws.

The production in Canada of industrial alcohol is at present about five million proof gallons, or about two and a half million gallons of 95 per cent. strength. The capacity of the distilleries in operation is about eight million proof gallons, while the distilleries now idle have a capacity, it is said, of about eight million proof gallons. If, therefore, the distilleries now operating were producing to capacity and those not at present operating were again under production, a very considerable improvement in the supply would result. Otherwise, there is every reason to fear that the cost of industrial alcohol will continue to soar.

It is to be hoped that some of the distilleries in Canada will restart and do their bit to relieve the shortage. Those who have made a study of the situation feel confident that there will be handsome returns to the industry for several years to come at least.

The Safety Movement in Industry

SPEAKING before the Ontario Division last month, Mr. R. M. Little, of New York, who is one of the foremost apostles of the safety movement in industry in the United States, made a significant statement. He remarked that it was not until the educational idea was introduced that the movement began to show really satisfactory results. Much money had been spent in safety appliances and mechanical devices to protect the lives of workmen but, while these had reduced the number of serious accidents, there had been no decrease in the frequency of accidents.

To-day the safety movement is a much bigger and broader undertaking than the mere mechanical protection of dangerous machines. It incorporates an appeal to the intelligence of the workingman and the humanity and business sense of the employer, and manifests itself in a thousand and one avenues of effort and emulation. Important results have been achieved, particularly through the introduction of the spirit of competition, which makes the workers in any given plant eager to improve on their

record from year to year and to surpass the records established by other plants.

Emphasis was laid by Mr. Little on the economic benefits to be derived from the introduction of the safety movement in industrial plants. It was, in his opinion, the one subject on which management and men could get together in absolute harmony, and in safety councils he saw promise of better things in industrial relations. In effect his idea was that by making a start with "safety first," it would be possible to evolve a system by which the men who were working together in the great humanitarian cause of safety would extend their field of vision to include other matters vital to the welfare of the industry and on which differences of opinion might exist. In this way the safety council would, indeed, prove to be a real safety valve when trouble threatened in the plant.

Depreciated Value of Foreign Currency

THE Customs Department has issued a memorandum which states that the governing value of imported goods for duty purposes is the fair market value for home consumption in the principal markets of the country, whence and at the time when the goods are shipped to Canada, in terms of the standard currencies of such countries of export, regardless of whether transactions in specie take place or not.

The regulations state that where payments of specie have been suspended and the business of the country of export is carried on on a paper currency, the home market value of the goods exported may be shown in terms of the paper currency, provided the value of the paper currency in relation to the standard coins is also shown.

Where this relative value is shown, the Customs collects duty on the gold value of the goods imported, gold being the standard coin of the currency of most European countries, and, in effect, this means that the depreciation in foreign currency is recognized for duty purposes.

This interpretation of the Customs Act will prove of decided advantage to importers of goods from such European countries as France and Germany, where the rate of exchange is far below par. There is, however, a possibility of this advantage being abused. Unless the Customs Department sees to it that imported goods are appraised at their true market value as sold for home consumption in the country of export, it is possible that unscrupulous exporters, and exporters seeking to gain control of the Canadian markets, will take advantage of this interpretation of the act to invoice goods shipped to Canada at prices very much less than the goods can be manufactured for in this country. In this way a manifest injustice will be done to Canadian manufacturers, and in particular those who have endeavored to produce those commodities which, before the war, were largely imported from European countries.

For example, a German firm who, prior to the war, sold pencils in Canada at a price of 26 marks per gross—equivalent to $6.18 in Canadian currency—have recently offered these pencils at the same price of 26 marks per gross. A shipment of 100 gross of these pencils would show a value of 2,600 marks, but if the exporter certifies that the price is in terms of paper currency, and that at the date of shipment 2,600 paper marks are the equivalent of 175 gold marks, which is about the relative value of paper marks and gold marks at the present rate of exchange, these goods would, under the present ruling of the Customs Department, have a dutiable value of something like $39, whereas the fair market value in the country of export would really be over $600.

As was pointed out previously in these columns, in none of the European countries has there been appreciation in costs corresponding to the depreciated value of their currency in relation to the Canadian dollar. This being the case, any appraising of imported goods merely on the prevailing exchange rate would not take into account the fair market value, and thus would be contrary to the Customs law. It, therefore, devolves on the Customs Department to make such valuation as will give the imported goods a value in harmony with the cost of similar goods as sold for home consumption in the country of export.

The Power Situation in Ontario

PRESENT indications point to another winter of uncertainty with regard to the supply of Hydro-Electric power in the Niagara power zone. Unless the winter should prove to be an open one, with ice troubles at a minimum, there is every prospect that the irregular service of last winter will be repeated to a greater or less extent. Nothing, apparently, can be done to prevent the ice floes in the upper river from interrupting the supply of water going to the turbines and either stopping them or reducing their efficiency.

Apart from the danger of interruption, it must also be remembered that there is little or no margin between the quantity of power generated and the requirements of consumers. In fact it is matter of common knowledge that a serious shortage exists, and every scrap of power produced is needed. This being the case, it behoves power users to practise all possible economies, particularly during those morning and evening hours when the peak load is heaviest.

As large consumers of power, the manufacturers using Niagara power are being urged to take steps to conserve the supply during the difficult period lying ahead. This can be done in various ways. Night operations, in order

to relieve the day load; the closing down of the plant an hour earlier; the shutting off of all machines not absolutely required; the utilizing of the most effective types of lights and motors—all these are calculated to help, and just a little saving here and there, if spread over a large area, will mean a great deal.

A Call for British Capital

DURING the tour through Canada of the Imperial Press Conference delegates, it was again and again emphasized that the Dominion was anxious to see more British capital coming into the country. British immigrants and British money were mentioned as being two of our greatest needs, and many speakers referred to the great desirability of attracting both to our shores.

The delegates saw for themselves that at present it was largely United States capital that was developing the resources of Canada. This was brought home to them forcibly in connection with the pulp and paper industry. Coming here with the idea that Canada should be supplying more paper to the various parts of the Empire by reason of imperial affiliation and friendship, the overseas publishers soon discovered a very good reason why the quantity of paper available was so limited. It was not that there was wanting a willingness to sell to them, but the United States had the first call, and there was no controverting the argument that, if the Americans saw fit to invest their money in Canadian paper mills, they were entitled to reap the benefit.

British publishers were told quite frankly that if they proposed to derive a paper supply from Canada, they must induce British capital to come over and build mills. Through this means alone would relief be obtained from the present stringency. If this course is pursued and active steps are taken to persuade British capitalists to invest in Canada, the movement should spread to other lines besides paper. There are abundant opportunities in Canada for the British manufacturer, and the delegates to the Imperial Press Conference will be doing well to point them out. This should be at least one important result accruing from their visit to Canada.

That Extra 25,000 h.p.

IT is somewhat perplexing to business men, not versed in the intricacies of the law, to know why the extra 25,000 h.p. of electric energy, which the Toronto Power Co. are equipped to develop at Niagara Falls, is not available for use, particularly when power is so badly needed. The addition of this extra 25,000 h.p. to the present supply might make all the difference between feast and famine.

As explained to the Ontario Division of the Canadian Manufacturers Association by Mr. P. W. Ellis, chairman of the Queen Victoria Niagara Falls Park Commission, which body grants the franchises for power development on the Canadian side of the Niagara River, the Toronto Power Co. have the right to generate up to a limit of 125,000 h.p. The Toronto Power Co., originally the Electrical Development Co., installed 150,000 h.p. of generating capacity and claimed the right to develop to the full 150,000 h.p. on peak so long as their average load was maintained at 125,000 h.p. The Parks Commission would not allow this claim, and it was opposed in the courts, the position of the Commission being maintained in a judgment issued by Mr. Justice Middleton on February 28, 1919.

During the war and acting under the Power Controller's orders, the Toronto Power Co. had been permitted to generate 25,000 h.p. above their franchise rights, the same being supplied to Hydro consumers engaged on munitions and war supplies. This power was withdrawn at the cessation of hostilities. A Royal Commission of three judges was then appointed by the Ontario Government to determine the Company's position. After careful consideration this Commission confirmed the limit of the Company's franchise rights to 125,000 h.p., but ordered them to generate the extra 25,000 h.p. and supply it to the Hydro. This decision was disputed by the Company on legal and physical grounds, and in the meantime the power is not being generated.

It is to be hoped that some action will be taken immediately to bring into use this readily available power. Relief from the Chippewa-Queenston system is still a long way off, and it seems absurd that power users cannot have the advantage of this immediate supply.

Co-operate for Efficiency.

THE C.M.A., following the objects set forth in their constitution, have a wide field to cover, and a great deal of work is involved in the successful prosecution of their aims. Much of this work is distributed among the paid officials of the Association; but a certain amount must necessarily fall on the members themselves. As the work to be done is of a specialized or general nature, so meetings of committees, branches, divisions or of the whole Association are held from time to time. Arranging for such meetings is the secretary's task.

When a meeting is to be held or a luncheon to be given, the secretary must find out how many can attend. So notices are sent out with post cards enclosed for replies. Some members reply at once; others delay till the last minute; others do not reply but attend the meeting; still others neither reply nor attend. The result is that nothing short of clairvoyance will tell the secretary what accommodation to provide. When the meeting occurs there will almost certainly be complaints about needless waste or lack

of accommodation, according to the alternative adopted. The complaints are justifiable, but too often the blame is wrongly placed.

The remedy is obvious. When notice or questionnaire requiring a reply is sent to you, answer without delay. If you have information about your business that can be used in INDUSTRIAL CANADA, let us have it when we ask for it, or send it in without waiting to be asked. No one instals a valuable machine in his factory and allows it to be ruined for want of lubrication. Think of the C.M.A. as a part of your equipment; co-operation is the oil needed if you are to get maximum efficiency.

The Advance in Freight Rates

NO argument that could be advanced against a wholesale increase in freight rates carries more weight than that which demonstrates how serious may be the result in interrupting inter-provincial trade if rates are raised to such a pitch that traffic will be diverted north and south. Canada's trade policy has always been to encourage the east and west movement of freight, and our railways have nearly all been built with that object in view. To push freight rates beyond reasonable limits will not only act as an obstacle to this national trade policy, but will react to the disadvantage of the railways themselves.

It may readily be demonstrated that under the new scale of rates provided in the recent order of the Board of Railway Commissioners, a handicap is placed on the movement of freight between Eastern and Western Canada as compared with the movement from points in the Central and Western States to Western Canada. Take, for example, fifth class rates from St. Louis, Terre Haute and St. Paul to Winnipeg, and contrast them with the corresponding rates from Toronto to Winnipeg. Under the old rates the rate from St. Louis to Winnipeg was 19 cents less than from Toronto to Winnipeg; under the new rates 27½ cents less, an increase in the spread of 8½ cents. From Terre Haute to Winnipeg the rate was 5 cents less, but is now 9½ cents less. From St. Paul to Winnipeg it was 45½ cents less, but is now 63½ cents less. As approximately 50 per cent. of the carload ratings in the Canadian freight classification are fifth class and cover a great range of commodities, the seriousness of these increases must be apparent.

In view of the necessities of the railway companies it is doubtless impossible to escape increased rates, but we are strongly of the opinion that increases should be confined as far as possible to local areas and special consideration given to long haul rates between east and west and vice versa. It is known that through the encouragement given by the railway companies to manufacturers in the Maritime Provinces, important business connections have been established between the latter and the merchants of Ontario and Western Canada. Is it too much to ask that these connections should not now be jeopardized by the establishment of rates that will divert orders to American manufacturers?

The case of the Maritime Provinces manufacturers does not appear to have been fairly dealt with. Notwithstanding the strong representations made before the board by E. M. Macdonald, K.C., on behalf of the Maritime Division of the Canadian Manufacturers Association, these representations were disposed of in the following brief manner by the Chief Commissioner,—"Mr. E. M. Macdonald, K.C., on behalf of the Maritime section of the Canadian Manufacturers Association and Honourable Mr. Finn on behalf of the Government of Nova Scotia, urged that in any advance which might be made, the proportional arbitraries east of Montreal in existence prior to the year 1915 should be maintained. I fear, however, we have not sufficient information at the present time to justify us in attempting to deal with this question, therefore, in arriving at my decision, I have not taken this into consideration, but always reserving the right of the Maritime people to apply to the Board, and also reserving the right to render a decision on the sugar application, now before us, regardless of what the general decision may be hereunder."

The chairman has invited a special hearing. It seems only proper under the circumstances, and in view of Mr. Macdonald's representations, that the Board should hold sittings in the Maritime Provinces in order to give an opportunity for the further presentation of the case.

With regard to western rates, the judgment of the Board states that rates generally are from 15 to 18 per cent. higher than in the east. No evidence was given in support of this, nor was it placed before the Commission in the application. The only way to determine whether or not rates are higher in the west than in the east is to analyze the traffic. This is a vital question and, if discrimination does actually exist, it should be removed. We hope that the Board of Railway Commissioners will make a thorough investigation and, if the facts are as stated by the representatives of the Western Boards of Trade, order the removal of the difference.

Attitude of the Press

AN examination of the editorial pages of Canadian daily newspapers, during the early stages of the tariff inquiry, naturally disclosed a considerable difference of opinion among editors as to the merits of the arguments presented by the Canadian Manufacturers Association and the Canadian Council of Agriculture. On the whole, however, it is quite safe to say that the press of Canada, by a substantial majority, has endorsed the contention of the manufacturers that nothing should be done in the way of tariff-tinkering to injure the interests of the manufacturing industries of the country.

The only out-and-out hostility to the Canadian Manufacturers Association's views appears to have been shown by a number of the daily newspapers of Saskatchewan and, of course, by a certain section of the farm press. In both cases this hostility was to be expected. The old arguments that the country should not be called upon to support industries not indigenous to the soil; that a reduction in the tariff would not necessarily mean a reduction in Customs' revenue; and that many industries were now in a position to prosper without protection, were trotted out with others of the same kind, but no successful attempt was made to answer the big arguments of the manufacturers that any radical reduction in the tariff would destroy Canadian industry and greatly curtail the domestic market for farm produce.

A number of other newspapers, while not openly friendly to the manufacturers' cause, took pains in their editorial utterances to avoid any advocacy of free trade. Their most frequent line of talk was to plead for conciliation and co-operation, and to argue for a tariff sufficiently high to preserve and encourage our industries and yet not high enough to foster combines. These were, in the main, papers opposed to the present Government and supporters of the Liberal Opposition.

Apart from these two classes, the openly hostile and what might be called the middle-course press, newspapers generally threw their support to the tariff views enunciated in the manufacturers' statement. From all parts of the country, even from the great grain-growing province of Saskatchewan itself, came the cry that Canadian industry must be preserved and that nothing should be permitted to interfere with its forward progress.

The Tariff Inquiry

IT would, indeed, be premature to offer any opinion at this early juncture as to the probable outcome of the tariff inquiry. The committee of the Cabinet charged with the task of taking evidence has still a great deal of ground to cover, including the industrial districts of the East and, so far as the manufacturing interests of the country are concerned, only the surface has been scratched as yet.

It is being contended in some quarters, particularly by that section of the newspaper press opposed to the present administration, that the result of the inquiry is already a foregone conclusion. Papers like the St. John *Telegraph* and the Edmonton *Bulletin* voice this opinion. The latter declares that, "It has been decided that the country is to have a protective policy during the lifetime of the present Government, willy-nilly," while the former says, "The Meighen Cabinet will finally decide the nature of tariff revision to be carried out, and so the work of the so-called Tariff Commission of Inquiry is limited at the outset by the view of Hon. Mr. Meighen and his Conservative associates, who dominate the administration."

Contrasted with these somewhat cynical views of the *bona fides* of the Commission, is the comment of the *Grain Growers' Guide,* the official mouthpiece of the organized farmers. The *Guide* at least admits that there is a desire on the part of the Commission to get all possible information. "The attitude of Sir Henry Drayton toward those appearing before the Commission is all that could be desired," it states. "It was evident that he is sincerely desirous of gaining adequate information bearing upon every phase of the tariff question, and his courteous and patient manner is an encouragement to those who might feel some diffidence in laying before him either an experienced or a reasoned statement relating to the tariff. It is especially desired that the farmers of the Prairie Provinces will make it their business to appear before the Commission and state just how the tariff presses upon them."

The texts of the arguments both for and against an adequate protective tariff are to be found in the briefs presented to the Commission at the outset of the proceedings by the Canadian Manufacturers Association and the Canadian Council of Agriculture. Both are very thorough and painstaking presentations of the case from the opposing viewpoints. The manufacturers have rested their main argument on the injury which would be wrought to Canada were our industries to be exposed to the competition of the larger industries of the United States, an injury that would be reflected in lessened home markets for agricultural products and a general slowing down of the progress of the country. The farmers argue on their part that the tariff has hindered agricultural development, that many industries are now in a position to stand on their own feet and that, by a more thorough system of collecting the income tax, the loss of Customs revenue through a reduction in the tariff could be made up.

The evidence submitted by the manufacturers of the West who have so far appeared before the Commission, has all gone to support the position taken in the brief. The extent of the interests involved in capital, labor and production has been emphasized. The fact that the industries were started as a direct result of protection has been stressed, and the belief that any serious cut in the tariff would be the means of driving them out of business has been everywhere advanced. The Commission must have been impressed with the rapid growth of manufacturing industry in the West, and could not have failed to recognize the importance of the interests involved.

Examination of witnesses by Sir Henry Drayton and Hon. Mr. Robertson has indicated a desire on the part of the Commissioners to arrive at some idea of the methods adopted by manufacturers in determining the selling price of their goods—whether based on the American price or on their own cost price. Careful questions were also asked about the source of supply of raw materials, the extent to which imported raw materials were used and the portion of the cost of the finished product represented

by the duty on such goods. It is evidently the intention of the Commission to secure a lot of information along these lines, and it would be desirable for manufacturers generally, who may propose to give evidence, to post themselves thoroughly on these and similar points.

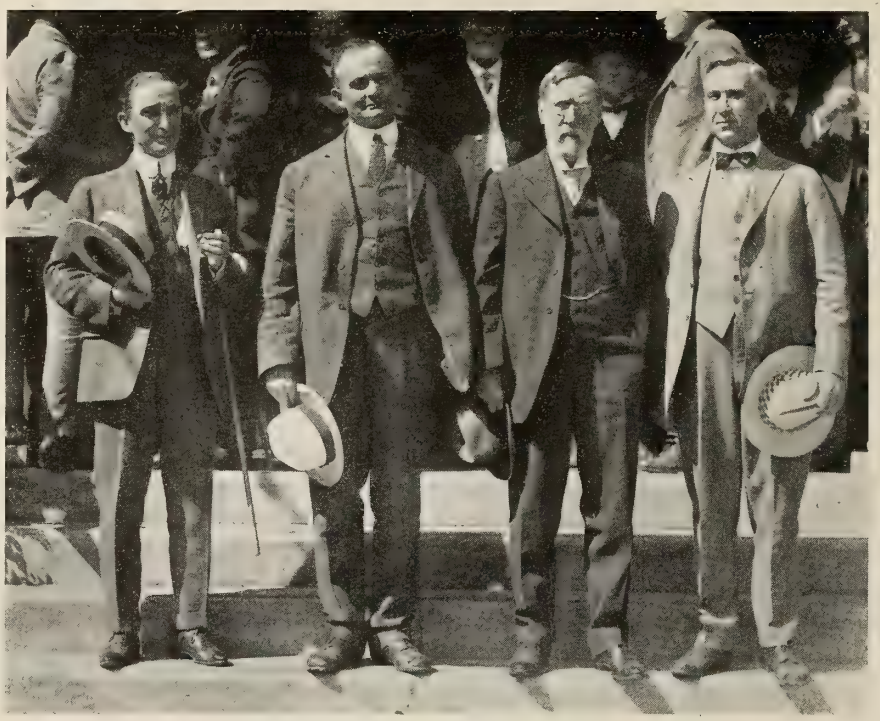
The Get-Together Spirit in Evidence.

THAT the leaders of the Canadian Manufacturers Association are neither hostile nor averse to the establishment of most friendly relations with all other classes in the community was evidenced at the last Canadian National Exhibition in Toronto, when the president of the Association, Mr. J. S. McKinnon, was a fellow-guest with the head of the farmer-labor government of Ontario, Hon. Mr. Drury, at a directors' luncheon and exchanged overtures of friendliness with him. To quote the *Toronto Globe*, which dealt editorially with the event:—

"May it not be regarded justifiably as an event of some significance when the President of the Canadian Manufacturers Association, the Minister of Trade and Commerce and the head of a Provincial Farmer-Labor Government jointly are guests of honor at a function to discuss Canada's industrial programme and future? Particularly when manifestly it is the purpose of all to relegate platitudes and generalities to places where they may be more appreciated, and, for the time being, as Sir George Foster expressed it, 'to be frank and do away with camouflage'? There were differences, of course. It scarcely could be otherwise. But when representative men earnestly aim at understanding and co-operation they are more than likely to achieve it. Mr. McKinnon voiced the common slogan: 'Let us all join together for the good of Canada.'

"The President of the Manufacturers and the Farmer Premier each deplored the chasm which seems to exist between manufacturer and agriculturist. The former suggested a meeting together—a conference as fellow-Canadians. The latter responded by recognition that 'we ought to be first and foremost Canadians.' The only way in which to win mutual confidence, he believed, was 'by putting all the cards on the table.' Mr. Drury added the assurance: 'You will find the other side to the controversy as reasonable as you are. Don't consider the agriculturist an unreasonable man.'

"The spirit displayed in the words of these representative men was the right spirit. There was never greater need for national unity. All men cannot be expected to see eye to eye. There will be differences and disagreements. But if all sides to every national issue conduct their campaign on the lines and in the spirit of the men who met and talked at the Canadian National Exhibition the other day there need be no fear for the future."



Establishing Friendly Relations

The President of the Canadian Manufacturers Association, Mr. J. S. McKinnon, is here shown in company with Sir George Foster, Minister of Trade and Commerce; Hon. E. C. Drury, head of the Farmer-Labor Government of Ontario; and Hon. Manning Doherty, Ontario Minister of Agriculture, the occasion being a luncheon at the Canadian National Exhibition, at which Messrs. McKinnon and Drury were the principal speakers.

Preferential Tariffs Endorsed

AMONG the many resolutions passed by the delegates to the recent Congress of the Chambers of Commerce of the Empire in Toronto, none was more significant than that endorsing a policy of preferential trade throughout the Empire. It is true that there was a sharp division of opinion on the subject, and in the end a vote had to be taken, but the resolution carried by a substantial majority.

Two Canadian manufacturers, Messrs. W. F. Cockshutt, M.P., and Lloyd Harris, were vigorous supporters of the preferential idea and delivered strong speeches in its favor. They had the backing of delegates from several of the overseas dominions and from a section of the delegates from Great Britain. Opposition came largely from those British delegates who are still advocates of the policy of free trade.

Closely allied to the subject of inter-Empire trade was that of exchange. This matter was introduced to the Congress by Mr. John F. Darling, of the board of directors of the London Joint City and Midland Bank, who outlined a system by means of which he thought exchange within the Empire could be stabilized. In short it contemplated an extension of the Bank of England's operations to the overseas dominions. Its notes would become in effect Imperial notes, which could be issued against self-liquidating bills of exchange. The pound sterling would be the unit of value throughout the Empire, except in Canada and India.

Synopsis of Proceedings Before the Tariff Commission in Western Canada

BASED ON THE OFFICIAL REPORT

ON September 14 the special committee of the Dominion Cabinet appointed by the Government to hear representations in regard to the Canadian customs tariff held its first hearing in Winnipeg, the members present being Sir Henry Drayton, Minister of Finance, chairman, and Hon. G. D. Robertson, Minister of Labor. Since then the Commission has visited the Pacific Coast, and is now on its way to the East. Such vital importance attaches to the work of this Committee that no excuse is offered for publishing in these columns a careful résumé of the evidence submitted by the various witnesses who have already appeared before it. It will be noted that, so far, the manufacturing interests of Canada have been well to the fore in acquainting the Commission with the position of the manufacturing industries of the country on the important issue in hand.

WINNIPEG

September 14.—The first session of the Tarriff Inquiry opened at the City Hall. Sir Henry Drayton, chairman of the Tariff Commission, outlined the purpose for which the Commission was created. "The whole object of the meetings," said he, "is to obtain just as much information as possible as to how the country's fiscal policy is affecting the people of Canada, her industries and her production; to ascertain what changes in the tariff or other fiscal measures ought, in the public interest, to be made and what alternative and additional source of revenue can be adopted."

Three underlying principles were enunciated by Sir Henry. "(1) That Canada must pay her way and discharge her current obligations out of her current revenue. (2) That policies conceived to bring about conditions assuring maximum opportunity of profitable labor in all spheres of human activity that can be properly and profitably carried on in the country should be adopted. (3) That in carrying out these principles our fiscal policies, while ensuring the necessary revenue, should be applied in a manner least burdensome to the public."

Sir Henry, in conclusion, referred to the necessity of keeping before them the dollar cost of their preserved and continued freedom. War expenditure for the current fiscal year totalled $296,800,000. Estimates for the current year called for $314,000,000 for objects apart from the war. It was obvious that a large revenue must be obtained.

The statement of the Canadian Manufacturers Association (see September issue, page 73) was read in its entirety by J. S. McKinnon, president of the Association.

Farmers' Statement

The statement of the Canadian Council of Agriculture was read by Norman P. Lambert, secretary of the Council. It dealt briefly with the organization and objects of the Canadian Council of Agriculture and the origin and purpose of the farmers' platform of 1916. Stating that Canada will be for years a pioneer's country; that Canada's richest natural resource is agricultural land and that the so-called national policy has failed to make the most of the true natural resources of the country, it continued,—"The bedrock upon which the farmers' platform would lay a new national policy for Canada, is upon a low customs tariff and upon direct methods of taxation. It does not ask for drastic legislation which would tend to unsettle and injure Canadian industry but it does take the position that a national policy, based upon the principle of protection, is wrong. It suggests that the fiscal policy of Canada's future governments should aim at redeeming the customs tariff to a strictly revenue basis. Production and trade in Canada have been forced into narrow, unnatural and uneconomic channels through the application of protective duties, and thereby development of vast supplies of natural wealth has been retarded and the Dominion prevented from proceeding favorably towards a realization of the fruitful destiny which nature has intended for her."

It was contended that the tariff was "the most wasteful and costly method ever designed for raising national revenue." Its alleged injustice was also mentioned. Special attention was devoted to the textile industry and to the agricultural implement industry. Of the former it was claimed that "if there was one industry more than another in Canada which ought to be made to stand on its own feet, it is the textile industry;" of the latter that "the farm implement industry of Canada has no claim whatever to protection, either upon the basis of being an infant industry or upon the necessity of preserving for itself the home market."

On the other hand, the statement argued that the agricultural industry should be encouraged so that an increasing volume of exports might be maintained in order to assist in liquidating national indebtedness. "The agricultural industry of Canada to-day is responsible for maintaining year in and year out the vast bulk of the exports which are shown in their country's record of trade and commerce. It is most essential that their record should not only be maintained but increased if possible." A conference on taxation for the purpose of dividing fields of taxation among the Dominion and provincial governments was advocated. It was contended that the income tax, if thoroughly and forcefully applied, ought to yield a revenue of at least 200 million dollars per annum at this time.

Massey-Harris' Statement

Thomas Findley, president and general manager of the Massey-Harris Co., Toronto, presented a statement in support of the position of the manufacturers of agricultural implements. After tracing the history of the industry in Canada, Mr. Findley proceeded to refute three charges frequently made against it. The first was that Canadian implement companies sold their goods abroad at lower prices than at home. "My company," declared Mr. Findley, "has exported machines to practically every grain-growing country in the world for well over thirty years, and we have never during that time sold machines in foreign countries at as low prices as at home." A series of figures were given to demonstrate the truth of this statement.

The second charge dealt with was that prices of implements are more favorable in the United States than in Canada. To this, Mr. Findley replied by showing that the basis of comparison was unfair; that a proper comparison must be based on retail prices and, that if this is done, the average difference in prices between say Manitoba and Minnesota would not be equal to the average difference in the freight rate.

Question of Drawbacks

The third charge was that foreign and domestic drawbacks constituted bonuses to Canadian implement firms. With regard to the former, Mr. Findley made it quite clear that "the drawback is not a bounty but simply a refund of part of the duty on the materials in order to put the Canadian manufacturer on a competitive basis abroad with the United States manufacturer." So far as domestic drawbacks are concerned, it was their policy to give the advantage of these drawbacks to their customers.

Mr. Findley next dwelt with the history of the customs tariff on implements, showing how the duty had been reduced. His conclusion was that local competition was a much more important factor in establishing low prices than the customs tariff. He further showed that "while our farmers are trying to drive implement makers out of Canada, the farmers of every country where there are no local manufacturers are anxious to have them."

That the cost of the tariff to the grain-grower had been greatly exaggerated was the next point made by Mr. Findley. A calculation was made to show that, assuming there were an extra cost, it would only amount to one cent a bushel. This could hardly be claimed to have any influence on the progress of agriculture in Canada.

Attitude on Tariff

In conclusion, Mr. Findley showed that so far as the Massey-Harris Co. were concerned, they would be quite prepared to have the tariff taken off their implements, if at the same time it was taken off everything that entered into the cost of producing them. However, realizing that such a step would work a hardship on other implement companies, they were opposed to it. Further, they believed that the maintenance of the tariff would encourage American firms to establish plants in Canada. "If the tariff on implements had been more stable we should have had many more such branch factories erected in Canada during the past twelve or fifteen years. The factories which will supply implements for the needs of Western Canada ten or fifteen years hence have yet to be built, and the tariff policy on implements will determine whether such factories will be built in Canada or in the Middle Western States."

Questioned by Sir Henry Drayton, Mr. Findley stated that about two-thirds of their raw materials came from the United States, steel from Pittsburg, pig-iron from Buffalo, Tonawanda and various other points, and lumber from the Southern States. Steel represented about 35 per cent. of the cost of manufacture and lumber about 20 per cent.

With regard to the allegation that Canadian manufacturers have no cost price of their own, but simply take the American price, add duty and freight rates and then make a sufficient cut, Mr. Findley replied that his company paid absolutely no regard to the American price. "We fix our price on cost, plus what we consider will cover expenses and a profit. I think the absolute proof of that is that, if you follow all the tariff revisions, you will find no change in price in any case, except where the materials were reduced by such methods as I have referred to, such as drawbacks. In other words, the fact that the duty was taken off the implements did not enable us to make the price any lower and we never did."

Industry in the West

D. J. Dyson, Dyson Vinegar Co., Winnipeg, chairman Prairie Division, C.M.A., followed with a memorandum supporting the general belief of the Association, but laying stress on the industrial development of the West. He gave details of the manufacturing development in Winnipeg and other Western cities, and named the various products manufactured in Manitoba. He further outlined the possibilities for the establishment of textile industries for the benefit of the sheep-raiser and the Western farmer and city dweller; and of leather manufacturing industries and industries manufacturing food products.

"The West as yet is mainly a producer of raw products and importer of finished products," said Mr. Dyson. "The West as yet has merely been a hinterland on which industrialized centres have drawn for raw materials and out of which they have made vast profits. The West wants to be industrialized and must be industrialized in its own interests. . . The fiscal system which has industrialized the East must be continued until the West has realized its possibilities and the demands of those whose interests are centred on the production of a single crop should not be given weight when the future development of the West is at stake."

A. C. Hornberger, representing the manufacturers of fertilizers, advocated the continuance of the present tariff policy. He presented figures illustrating the extent of the industry and showed that its destruction would mean a considerable loss of revenue to the government in the shape of duties on raw materials imported. Through the removal of the present protection the fertilizer business in Canada would be placed in the hands of American manufacturers who might exploit the Canadian market with fertilizers of inferior grades. The selling territory of Canadian manufacturers was limited, whereas the much larger plants in the United States had a greater territory and could ship in every direction. The loss of the industry to Canada would cut down the freight business of Canadian railroads, as more than $743,000 per annum was paid for the delivery of fertilizers to respective destinations in Canada.

Figures were presented to show it was cheaper to buy Canadian-made fertilizer than to import American fertilizer and pay the duty on it. Manufacturing costs were admitted to be higher owing to the fact that the tonnage consumed did not make large plants profitable, and the industry was handicapped through not having labor-saving machinery. Materials cost more through higher freight costs and unfavorable exchange rates, but "a properly protected Canadian fertilizer industry will lead to industrial expansion of considerable importance." The importance of a fertilizer industry to a country was emphasized at length, and the educational work being prosecuted by the Canadian industry was referred to.

Prices Would Increase

"If the Canadian fertilizer industry was crippled by the removal of duty," declared Mr. Hornberger, such an act would immediately destroy the conservation of Canadian waste products now exercised by them. Moreover, it would mean a strong likelihood of prices of fertilizer being increased, since our supplies would be entirely in the hands of the American manufacturers. The American manufacturers, once in control, would certainly maintain their present prices, hence the removal of duty would not only fail to benefit the Canadian farmer, but would work positively against his interest. A retention of at least the present protection of 10 per cent. will stabilize the Canadian fertilizer trade and prevent the exploiting of the Canadian market with fertilizer profitable to the United States manufacturers but not best for the Canadian farmer."

Questioned by Sir Henry Drayton, Mr. Hornberger stated that they did not use the American manufacturers' price as their unit in calculating cost, but took



Opening Session of the Tariff Inquiry

To the right are seated the members of the Special Committee of the Cabinet conducting the Inquiry—Sir Henry Drayton, Chairman, and Hon. G. D. Robertson; in the foreground are the representatives of the press; to the rear, the representatives of the C.M.A., among whom will be noticed the President, J. S. McKinnon; J. E. Walsh, General Manager; J. T. Stirrett, General Secretary; S. R. Parsons and J. R. K. Bristol, Manager Tariff Department. R. A. Pringle, K.C., representing the textile industry, sits on the left.

the cost of raw materials, including freight and overhead, and added a reasonable profit. He represented seven plants, three in Toronto, one in Hamilton, one in Ingersoll, one in Chatham and one in Wingham. Materials represented 65 per cent. of the cost of production. Nitrate of soda came from Chili, potash from France and Germany and acid phosphate from the United States. The latter would shortly be made in Canada.

The Textile Industries

R. A. Pringle, K.C., Ottawa, representing the textile manufacturers of the Dominion, traced the history of protection in Canada from the time it was inaugurated down to the present day, and pointed out that for forty years the leaders of all parties which have been in power have recognized the need for a protective tariff. To-day, the tariff was lower than it had been for forty years, averaging less than 23 per cent., or 6 per cent. less than the tariff of 1897. Declaring that they must be guided by experience, Mr. Pringle said that the wealth of the United States had developed under a protective policy, and agricultural industry had as well made very great progress. He referred to the menace of Japanese competition, declaring that Canadian manufacturers must receive a full measure of protection if they were to compete.

Prior to the adjournment Mr. Pringle submitted figures showing that the assertions that some textile industries had made enormous profits of recent years were erroneous. He contended that, if they had made great profits, they had taken correspondingly great risks, and that for many years they had paid no dividends whatever.

The Second Session

September 15.—Mr. Pringle resumed his argument. Referring to the large profits of the textile companies, he claimed that this was no argument against protection, for in Great Britain the textile industry had made greater profits than had been made by the textile industries of Canada or the United States. The grain-growers had made profits estimated at 500 per cent., but no criticism could be made of that for they had taken correspondingly big risks. Dealing with the profits of the Paton Manufacturing Co., he claimed that these profits should be figured on the capital employed and not on the capital stock. He refuted the statement that protection invariably raised prices. As for the reduction of duty advocated on British imports with the request for free trade in five years, he declared that there was nothing uncertain about that and that it would mean the destruction of billions of dollars invested in this country.

D. W. Buchanan spoke on behalf of the Single Tax League of Western Canada. He summarized the position of this body by saying that in their opinion it would be greatly to the advantage of the people of Canada if the customs tariff were entirely abolished. They realized, however, that to abolish the tariff at once would cause a great deal of disturbance and dislocation of business. Therefore they were prepared to see the change brought about gradually, as was advocated in the farmers' platform.

Winnipeg Industries

W. A. Lawson, Bemis Bros. Bag Co., stated that if bags were allowed to come into Canada free of duty, it would be necessary for them to close their Winnipeg plant and supply the Canadian market from the United States. They had $1,000,000 invested in their business; employed 100 hands and had a payroll of $100,000.

Questioned by Sir Henry Drayton, Mr. Lawson stated that the rate of duty on bags, when they established their industry in Canada in 1906, was about 25 per cent. It had since been lowered. They

secured their burlap from India, paying a duty of 7½ per cent., plus 1 per cent. sales tax.

J. H. Parkhill, president of Parkhill Bedding Co., Limited, presented a brief statement giving statistics of this company, stating that the industry was organized and the capital invested as the result of the market protection provided by the existing tariff.

Wood and Iron Workers.

J. S. Menzies, Stewart Sheaf Loader Co., Limited, speaking on behalf of local wood and iron working industries, pointed out that higher wages were being paid in Winnipeg than in the United States, and that operation costs were higher owing to the long winters and the necessity of lighting and heating plants. Further, freight rates were heavy, particularly on raw materials. The industries represented by him had an investment of $3,882,000, employed 4,000 hands, and produced goods annually to the value of $4,825,000. Had it not been for the tariff, their business would never have located in Canada. Answering questions by Sir Henry Drayton, Mr. Menzies complained that the tariff on spare parts for farm machinery was much heavier in proportion than on the completed articles.

J. E. Vogan, Leadlay Mfg. Co., representing knitting mills and manufacturers of shirts and overalls, stated that there were eight companies in Winnipeg making shirts and overalls, using $1,500,000 capital, employing 750 persons, and producing goods to the value of $2,500,000 annually. A substantial proportion of the materials used were purchased in Canada. The knitted goods industry in Winnipeg gave employment to 200 people, used approximately $750,000 capital, and produced about $1,500,000. The chief source of supplies was England and Canada. If the Canadian tariff were withdrawn or substantially reduced, United States manufacturers would cut into the Canadian market with serious results to the industry.

Sheet Metal Products.

W. J. Willson, Western Steel Products, Limited, spoke on behalf of the sheet metal industry of Winnipeg. These companies had an invested capital of about $1,500,000, employed upwards of 500 hands, and had a turnover of approximately $2,500,000. These industries depended for their existence upon the continuance of a policy of adequate protection.

J. P. Haig, Crown Oil Co., Limited, asked that fuel oil be imported duty free, the same as crude oil.

MEDICINE HAT

September 17:—The Commission held a sitting at the City Hall. Charles Pratt, Medalta Stoneware, Limited, chairman of the Medicine Hat Branch of the C.M.A., presented a statement on behalf of the manufacturers of Medicine Hat, strongly supporting protection for the industries of Alberta and particularly for the industries of his own city. Mr. Pratt pointed out that 15 years ago there were only four factories in the district, these employing 35 people. Now there is an annual output of $14,000,000, with 3,000 of the city's population dependent upon the industries for their living. These factories gave employment to farmers in the winter months, thus compensating them for repeated crop failures. Medicine Hat wanted more new industries, but factories constructed now at the prevailing high prices for building would have to contend against the product of industries established in the United States when building costs were much lower. There was a further drawback on account of climatic conditions, which made it necessary that factories in Alberta should be more carefully constructed.

Speaking more particularly for the clay products industry, Mr. Pratt told how this industry had been established on a working basis in 1916 and how it now gave promise of dominating the western markets, while shipping also to Ontario and Quebec. While admitting that the industry might get along in the west with slightly less protection, Mr. Pratt stated that it could not succeed in the east without it and the eastern market was necessary for its development.

The Duty on Tractors.

J. E. Davies, Alberta Foundry & Machine Co., Limited, presented a brief in favor of the re-establishment of the duty on tractors. This showed that from February, 1918, to May, 1920, no fewer than 25,199 tractors were imported into Canada, duty free, from the United States, following the partial removal of protection to the industry. They were valued at over $23,000,000. If made in Canada they would have provided continuous employment at high wages for five thousand men. Mr. Davies was confident that the policy of admitting low-priced tractors was creating employment in the United States and unrest in Canada. Under protection, the tractor industry would have developed other allied industries.

For the coming year, Mr. Davies estimated that 10,000 tractors would be sold in these western provinces, practically all of which would be imported. He admitted that Canadian-made tractors might cost a little more, but that would be due to revenue-producing duties which had to be paid on fuel, materials and equipment not obtainable in the Dominion. The commissioners were reminded that nine reliable manufacturing concerns were ready to produce tractors at the time the free trade order was issued. These firms, without exception, have lost money and have either abandoned the tractor industry or will do so. Asked by Sir Henry Drayton whether Canadian manufacturers could look after the market, if a duty was put on, Mr. Davies stated that within a year it could be done.

J. B. Swan, president Ajax Coal & Mining Co., made a statement in favor of abolishing the business profits war tax. Such a tax might be all right under war conditions, but it was unfair in time of peace. As a farmer, holding 2,000 acres, he considered that the only disability the farmer in that section of Alberta suffered from was lack of rain.

VANCOUVER

September 20:—J. B. Thomson, Jas. Thomson & Sons, Limited, chairman B.C. Division, C.M.A., presented a general statement endorsing the statement submitted by the C.M.A. at the first session in Winnipeg and including information and statistics having special application to British Columbia. He said that there were in the province, exclusive of logging and mining industries, 1,688 manufacturing establishments, of which 700 were in Vancouver. Forty thousand persons were employed and the annual production was valued at $40,000,000.

Nichol Thompson, Canadian representative of Cammell & Laird, England, representing the iron and steel industry, advocated continued protection for this industry and urged that all reasonable measures be taken to encourage this development in British Columbia. Witness thought federal assistance should be given in the form of a bounty towards the establishment of a steel industry. He recalled that some $21,000,000 had been paid by the Government to eastern smelting plants as bonuses; that this bounty system had helped to build up eastern industry and that the Government accordingly should be no less generous to British Columbia. The Government might also rebate any duties paid on machinery imported for the operation of the smelter. An argument for protection was that nearly 200 metal products manufacturing companies, who would be customers of the proposed smelter, would be kept alive, also the shipbuilding plants.

W. H. Barker, chairman of the Board of British Columbia Packers' Association, representing the canned salmon industry, presented a statement giving statistics of the industry regarding its development and the necessity of maintaining the tariff on its products. He said the industry employed 20,000 persons, 2,000 of whom were Indians who would otherwise be an expense to the country. The output was $14,000,000 annually. American fishermen get the first chance at the fish on their way up the coast; they give less care to the canning; they are not obliged to pay such high licenses; they have a larger market; they operate larger canneries and thus have lower overhead costs; they escape the duty on the tin plate used for the cans, which amounts to 12½ per cent. in Canada; and they would put Canadian canners out of business if any lowering was made in the duty. Also there was a threatened Japanese invasion of the cannery market.

W. H. Minthorn, dairyman, New Westminster, appearing on his own account, advocated a revenue tariff instead of a protective tariff, which, he said, caused combines and increased the cost of living. The chairman drew from him the information that he was selling milk in Vancouver at six quarts for a dollar.



Not Altogether a Dull Affair

Hon. G. D. Robertson, Sir Henry Drayton, and Roderick McKenzie, Vice-President Canadian Council of Agriculture, find something to laugh about in the intervals of the Tariff Inquiry.

Permanent Board Advocated.

A. B. Weeks, president of the B.C. Manufacturers Association, outlined the policy of that organization and advocated the appointment of a permanent tariff board, which would hold regular sessions all over Canada to consider the peculiar needs of each district. As a temporary solution of British Columbia's industrial difficulties, he suggested that plants wishing to start new operations should be permitted to bring in machinery free of duty for a stated period until Canadian plants were in a position to supply their needs.

J. A. Cunningham, B.C. Refining Co. and past president of the B.C. Manufacturers Association, made a general statement and suggested various changes in a number of tariff items. Among these he wanted flotation oils for mining purposes brought in free, as mixtures of oils for this purpose differed in different industries and the effect of the present duties was to penalize certain industries; he wanted the duty taken off rape seed oil, as well as off crude oil or tapped oil and fuel oil for refining purposes.

H. L. Cliff, president of Dominion Canners, B.C., Limited, representing the fruit and vegetable canning and jam manufacturing industries of British Columbia, stated that they had an output of $3,500,000 annually, of which $800,000 was paid to farmers. Fifteen hundred hands were employed during five months of the year. The removal or even substantial lowering of the tariff would result in the destruction of the industry. Comparative figures submitted showed the majority of prices considerably under American quotations.

Major J. C. Thorn, president of the Canada Western Cordage Co., explained that this enterprise represented the aspirations of a number of returned soldiers. Their output would be 2,000,000 pounds at the outset. He asked for the retention of the present tariff against U.S. importations, and new protection for binder twine and fish-net twine, claiming that this would enable them to build up an industry that would give work to returned soldiers, low-priced twine for the farmers of the Middle West and a new market for the flax fibre of Ontario and Quebec.

F. R. Stewart, representing the wholesale fruit and produce interests, asked for a revision of the tariff on certain fruits.

September 21:—A. Berry, president of the Fraser Valley Milk Producers' Association, presented a strong case verbally in favor of protection and asked that the tariff on milk, cream and the products thereof should be maintained. He stated that 90 per cent. of the milk produced in the Fraser Valley was controlled by the association and 40 per cent. was distributed in Vancouver. The price set for milk sold to the condensers was slightly above that paid by the U. S. factories. If the 17½ per cent. protection on milk and milk products was removed, Washington producers would be able during the flush season of production to flood in their milk to the condensers at lower prices than those asked by the milk producers of the Fraser Valley. This would lead to higher prices to consumers in the winter in order to enable producers to recoup themselves.

J. J. Plommer, Clayburn Co., Limited, Vancouver, speaking on behalf of his own industry, asked that a duty should be levied on all fire-brick entering the country instead of on certain sizes only as at present. This would enable the fire-brick industries of Nova Scotia and B.C. to hold the business of Central Canada against the short haul from the United States.

H. A. Stone, representing the Wholesale Dry Goods Section of the Vancouver Board of Trade, strongly supported protection, and said that the removal of the tariff would be injurious to all the interests which he represented. He also stated that as a wholesaler he could say that Canadian manufacturers had not taken advantage of the tariff in the lines of goods in which he dealt. They had been and were still able to purchase and supply articles of wool, cotton, silk and other materials of Canadian manufacture at considerably lower prices than similar goods could be obtained from Great Britain, the United States, or any other country.

W. H. Barker, chairman of the Board of B.C. Packers Association, submitted additional evidence containing information requested by the Commission.

VICTORIA

September 22.—A. C. Flumerfelt, appearing as a private citizen, presented a brief strongly favoring the retention of the present policy of protection. He pointed out that the transportation system had grown up under this policy and consequently had been enabled to furnish the necessary service to all classes, including the farmers. Had it not been for the existence of business produced

by manufacturing and allied interests, the railways would not have had sufficient revenue to enable them to give the present low freight rates to farm products moving from the interior to ocean ports.

Industries of Island.

J. C. Pendray, British America Paint Co., Limited, submitted a statement giving a list of the industries of Vancouver Island, the articles manufactured, number of employees, wages paid and the extent and value of the natural resources of the Island. Vancouver Island had an area greater by from 25 to 30 per cent. than Holland or Belgium; a climate similar to Great Britain; great coal, lumber and fishery resources; water power estimated at 270,000 h.p., and with strategic advantages for foreign trade. With protection capital could be induced to come into the Island and develop its resources. So far as his own industry was concerned, it represented an investment of $600,000; it employed 100 persons and paid out annually $1,000,000 in wages. Linseed oil worth nearly $200,000 was brought from Medicine Hat and white lead worth $100,000 from Trail, while other materials were bought in Canada. Prices compared favorably with those in the United States.

Labor Man's Views.

E. S. Woodward, secretary of the Trades and Labor Council of Victoria, speaking as a private citizen only, opposed all tariffs whether protective or revenue, on the ground that they were a tax on the consumer and bore too heavily on the man with a large family.

R. W. Mayhew, Sidney Roofing and Paper Co., Limited, stated that his company were just commencing to manufacture building paper, adding 75 employees to their staff. They will supply three-fourths of the market west of Regina. The tariff permitted this industry to be started and the protection should be continued as the cost of gathering rags, etc., in the sparsely settled communities of B.C. was greater than in San Francisco and Los Angeles, where their competitors were located. They required $240,000 worth of rags and waste paper.

W. F. H. Thompson, appearing as a private citizen, strongly opposed free trade, and said that its introduction would be most injurious to the interests of Vancouver Island and the rest of British Columbia.

H. A. Leigh, Brackman-Ker Milling Co., put in a statement representing his own industry, asking that the tariff on the products thereof be maintained.

VANCOUVER

September 24.—J. D. McCormack, manager of the Canadian Western Lumber Co., representing the B.C. Lumber and Shingle Manufacturers' Association, presented statistics of the lumbering industry and asked that the present tariff on the articles they manufacture be retained. He informed the Commission that in the industries represented, which included logging, saw-milling, shingle-milling, pulp and paper manufacturing, planing mills, box, sash and door factories, there was an annual payroll of over $31,000,000, going to 26,000 men. They have to face in Western Canada the competition of the U.S. lumbermen of Washington, Idaho and Montana. In the east they have to meet the duty-free imports from the Southern States. The foreign market demands the best, but only takes about 30 per cent. of the output. If the foreign market is to be expanded, which is desirable, the Canadian market must be developed at the same time, and this cannot be done unless the present tariff is maintained or extended. Difficulties with respect to higher freight rates and higher wages, in comparison with the lumber industry of the Southern States, were enumerated. Duty-free lumber importations into Canada from the United States have increased from 114,000,000 feet in 1910 to 300,000,000 feet in 1920.

J. H. McDonald, of the B.C. Manufacturing Co., Limited, New Westminster, representing the Box Manufacturers' Section of the C.M.A., gave statistics of the box manufacturing industry in B.C., and showed that the industry was supplying its proper share of the home market at reasonable prices, asking that the duties on the articles manufactured be retained. He also asked that a duty be placed on veneer, which is now on the free list.

John Robertson, barrister, appearing for clients, advocated absolute free trade on the ground that a protective tariff was liable to cause war between countries. He asked that various materials imported by his clients, which now paid duty, should be admitted free.

Retain Duty on Fruit.

Joseph Arnold, fruit grower, Chilliwack, speaking on behalf of the fruit growers of Chilliwack, urged that the present tariff on fruit grown by them be retained. He stated that the removal of this tariff would ruin the fruit-growing industry of Chilliwack, as carloads of fruit would be dumped into British Columbia from Washington. Figures were presented to show that Canadian consumers do not suffer from the duties.

M. H. McGough, T. J. Shore Bolt & Nut Mfg. Co., Vancouver, asked that the duty be removed from certain articles which were imported by them as raw materials.

H. A. Stone, a director of Gault Bros., Limited, representing the Wholesale Dry Goods Section of the Vancouver Board of Trade, submitted price lists showing comparisons of prices paid by wholesalers for Canadian textiles with those paid for U.S. and British textiles. These comparisons were most favorable to the Canadian manufacturers and made a strong case.

VERNON

September 27.—A great many farmers and fruit growers were present from a radius of fifty miles. The general case presented by the combined evidence in favor of protection was very strong, no contrary evidence being developed.

W. F. Laidman, vice-president of the B.C. Fruit Growers' Association, headquarters Vernon, B.C., presented a general brief on behalf of maintaining a protective tariff on fruit. The growers want the Western Canadian market preserved in order that, with a large market at stable prices, their rapidly developing industry may not be discouraged, as it would be if the lower grade apples of Oregon and Washington could be sold in years of over-production.

Fruit Men's Case.

R. M. Wilson, secretary of the B.C. Fruit Growers' Association, presented a detailed brief dealing with each kind of fruit and showing why protection was needed for B.C. fruit growers against fruit growers of the North-Western United States. B.C. production of apples showed an increase from 685,000 boxes in 1914 to 2,524,132 boxes in 1919. In 1914 one-third of Western Canada's requirements were supplied by British Columbia, but in 1919 96 per cent. came from British Columbia, while nine hundred cars surplus were shipped to Eastern Canada, Great Britain and the United States. In British Columbia more than 4,000 fruit growers have plantings aggregating 40,000 acres and have invested $35,000,000 at least. Though only 60 per cent. of acreage is full bearing, shipments in 1919 of 5,000 carloads were valued at $7,775,000. Mr. Winslow also showed that the prices of fruit applied to the prairies by the B.C. Fruit Growers Association compared favorably with the prices for imported fruit.

C. G. Barnes, president of the B.C. Fruit Growers Association, gave statistics to show that the cost of irrigating land in the Okanagan Valley is much higher than irrigating competing fruit lands in Washington and Oregon.

(Continued on page 96.)

The Comments of Canadian Editors on the Tariff Question Reviewed

VERDICT OF THE CANADIAN PRESS

EDITORIAL comments on the work of the Tariff Commission and the statements presented at its first session in Winnipeg by the Canadian Manufacturers Association and the Canadian Council of Agriculture have been numerous, and, it might be added, significant. Most Canadian newspapers took note in their editorial columns of the proceedings and expressed their views on the merits of the respective arguments. On the whole it may be stated that the stand taken by the press of the country has been most encouraging to those who are fighting the battle of industrial progress. Very few papers indeed have shown themselves to be openly hostile to the position taken by the Canadian Manufacturers Association. Some few have adopted a middle course, though in so doing they have tacitly admitted that the manufacturers' case has merits. The large majority have come out frankly in favor of safeguarding the interests of national industry. In order that readers may be in a position to judge for themselves the attitude taken by the press, the following résumé of editorial utterances is given:

Opinion in Hamilton.

Hamilton's three dailies, with varying degrees of fervor, threw their support to the protective principles. The *Hamilton Spectator*, weighing the merits of the two arguments in its issue of September 16, casts its vote in favor of the manufacturers, summing up with the remark that,—"It seems certain that Canadian industry is vitally dependent upon the retention of an adequate tariff; it is just as certain that the farmers' prosperity depends to a large extent upon the development of the national industries. The two classes are inter-dependent; their interests are identical. An impartial study of the arguments on the side of the existing National Policy as expounded in the brief of the C.M.A. will reveal their strength and soundness. The farmers have themselves done very well under that policy; they should be content to leave well enough alone."

The *Hamilton Herald* was equally pronounced in its view that "free trade might for a time be a paying policy for the men who mine the western soil for wheat in their eager efforts to get rich quickly; but it would be a mighty bad policy for farmers generally as well as for the other producing interests." On September 15, the *Herald* referred to Thomas Findley's evidence as a rebuttal of the favorite plea of the farmers' political organization that the protective tariff was being maintained wholly for the benefit of the Big Interests. "Mr. Findley declared that his company would prosper more under free trade than under the existing tariff, but it would prosper at the expense of Canadian national interests," said the *Herald*, adding that western farming conditions are rapidly changing; that total dependence upon wheat production is giving place to mixed farming and that Western Canada is fast becoming industrialized.

The *Hamilton Times* was less enthusiastic about the manufacturers' case but admitted in the issue of September 15 that "the financial condition of the country is such that a tariff is necessary" and that "most people are also agreed that some protection is necessary for our manufacturers." The *Times* endorsed the liberal party platform.

Good Policy for Brantford

The *Brantford Expositor* was inclined to adopt what it described as a "middle of the road" policy but insisted on September 18 that "it is not in the general interests, nor even in the interests of the farmer, to endeavor to deprive the agricultural implement industry of all measure of protection against the American manufacturers. . . . . The *Expositor* rejoices at the number of branches of American manufacturing industries which have been located in Canada and at the amount of capital they have invested here and the number of men to whom they have given employment. . . . . It has been good policy for Brantford and for the country as a whole that these and like industries have been encouraged to locate in Canada and in the consideration of the tariff problem it has to be determined whether or not this policy is to be continued or the Canadian market is to be left open to the unrestricted exploitation of American manufacturers."

Would Produce Slump

The *Guelph Mercury*, in its issue of September 15, pleads for a policy of co-operation between the two great interests involved, though it admitted that "if Canadian industries are to be sacrificed in the East to pacify the West, the cities and towns might become waste places and population be driven, not to the farm, but to the larger industrial centres of the United States. Thus Canada would suffer, industrially and agriculturally, through curtailment of large industry and the loss of a Canadian market for the products of the farm, which would produce such a slump as would reduce the value of agriculture by half."

False Logic

The Toronto *Mail and Empire* declared on September 16 that Eastern Canadians, including farmers, would not be deluded by the pretence of the Council of Agriculture that its aims did not include "drastic legislation which would tend to unsettle and injure Canadian industry." Dealing with the agrarian party's claim that agriculture needed more encouragement and that it was desirable to fill up the vast vacant spaces of Canada, the *Mail and Empire* asks the pertinent question,—"How is this filling up process to be accomplished when the first act of the theorists proposing it is to pull down a large section of the present Canadian prosperity and send thousands of city and town workers to the United States? The closing down of many factories in Canada would not drive the urban workers, thus thrown out of good employment, back to the land—because they have not the capital or experience for farming. These workers, a valuable creative part of the population, would be simply lost to Canada. The depression in business would affect not only urban residents but the farmers themselves, lowering their property values, diminishing their markets and depreciating their investments." The *Mail and Empire* concluded with the observation,—"Farming must

always be a basic industry for this country, but to prove that it can be bettered by pulling down its great economic complementary requires more logic than the Crerarites can muster."

Must Not Tamper

The *Winnipeg Telegram* commented favorably on the purpose of the tariff inquiry in its issue of September 14 and declared that the advent of the commission came at a propitious moment. "Never have the people of Canada been so prosperous," it remarked, "and seldom have they been so intent upon discerning what the future holds for them. They cannot afford to endanger the present for the nebulous promise of some more perfect state. They will not dare tamper with the foundation they have laid for themselves and will not tolerate any Government which would experiment with the main policies of the Dominion even to the temporary detriment of its industrial progress."

Canadians Want Tariff

The *Ottawa Journal*, commenting on the fact that in British Columbia all classes appeared before the Tariff Commission and urged against free trade, declared that "Such unanimity against free trade is significant. It indicates that the overwhelming majority of Canadians want an adequate tariff, the only exception being a class in the West which has received more State aid in the past ten years than any other class in the country; a class, too, which has contributed less than any other toward the necessary revenue of the country."

Object is Free Trade

The *Toronto World* pointed out on September 16 that, while the National Council of Agriculture in its brief asked for a tariff for revenue from which the protective principle would be eliminated, yet the Council and organized farmers of the West stood for a policy of free trade with the mother country within five years. "It is little consolation for the manufacturers and their employes to know that a lingering instead of a sudden death awaits them. Free trade with Britain means practically free trade with all the world, because goods from Germany, France and the United States shipped into England free of duty can then be shipped from England into Canada duty free."

"The suspicion that manufacturers combine instead of compete is the irritant which causes some popular dissatisfaction," asserts the *World*. "Neither the farmers nor the manufacturers touched on this delicate question, but it is one of great interest to the people. The government must prevent combinations in restraint of trade and check profiteering among those who are receiving especial consideration from the government. Our people have no desire to close the factories or cripple the manufacturers. But the Tariff Commission should probe all charges of profiteering and injustice. Canadians are protectionists, but not stand-patters and a spirit of reasonableness and conciliation quickens the argument put forward by the Canadian Manufacturers' Association."

Make Existence Precarious

The *Victoria Colonist* was quite pronounced in its view, expressed on September 16, that "there is no conclusive answer to the claim of industries, put forward before the Tariff Commission, that a decided lowering of the tariff will make their existence precarious, if not impossible. . . . In opposition to the standpoint of Canadian manufacturers there is only one organized branch of industrial opinion and that is the farmers who admittedly seek a lower tariff or free trade in order that they themselves may benefit by getting farm implements and machinery cheaper. To those who have the ultimate welfare of the country at heart, no step will seem feasible that threatens industrial dislocation and widespread unemployment."

Don't Want Open Market

The *Kingston Whig*, discussing the work of the Tariff Commission on September 20, took the view that it was unnecessary to deal with the Liberal Party tariff policy because the latter had been adopted by the government in so far as it advocated a revision of the tariff downward. "We have to choose between the government's programme and that of the United Farmers who would establish free trade and devise some system of land taxation not as yet clearly defined . . . By the adoption of free trade, or even an appreciable lowering of the present tariff, it is evident that the Canadian market for manufactured goods would pass into the control of United States' manufacturers, with whose enormous capital and highly organized industries we could never compete. With an over-stocked market, our industries would be forced to close down and thousands of our workmen would be idle. Do we want a situation of this kind?"

Canada Must Keep Steady

The *St. John* (N.B.) *Standard* left no doubt as to its stand. In its leading editorial on September 14 it reminded its readers that "It is under a protective tariff that Canada has been able to attain her present prominent position in the commercial world and through it, the wealth and prosperity that her people now enjoy; and to go back on the principle of reasonable protection would be nothing short of a grave disaster." It also pointed out that "Tariff for revenue as always practised was and is necessarily the same as moderate protection and the very same as we have now."

"No country ever had a greater opportunity than Canada to make wonderful progress," concluded the *Standard*. "The cards are all in our hands if we only play them right. If we only keep our heads we will have a large flow of population and capital from other countries. The financiers of the world are just beginning to realize the tremendous extent of our natural resources and the splendid advantages we have for manufacturing development by reason of our magnificent water powers; and unless checked by immature statesmanship, we should see a great development of Canada, which will be of untold benefit to the whole people. All we have to do is to keep steady and to be sane in our politics."

C.M.A. is Endorsed

The *London Free Press* devoted attention on September 16 to the brief of the C.M.A. and endorsed its arguments. "It brings forward many points worthy of consideration," said the *Free Press*. "Among these is the fact that all over Canada free trade arguments are being used as the 'spearhead of the attack' against the National Policy under which this country has passed out from the tutelage and the dependency of years prior to 1879 into the position of political and economic preferment it occupies today."

What Farmers Want

The *Port Arthur News-Chronicle*, under the heading "The Two Sides," traced the history of the tariff in its issue of September 18. With regard to the present movement, as voiced by the Canadian Council of Agriculture, it said:—"What they want apparently is to substitute for what they claim to be class legislation, another measure that would favor another class,—their class, irrespective of the effect it might have upon the thousands of men employed in the mills and factories and other industries in Canada."

A Severe Criticism

The *Charlottetown Guardian* rapped the free trade propagandists right soundly on September 17, exclaiming how ready they were to paint the manufacturers as the big interests and the stumbling blocks to prosperity. "Wipe the manufacturers out of existence and

what kind of a country would we have?" it asked, adding that if their preaching meant anything it meant that they would fain go back to the sewing of fig leaves for clothing as in the days of Adam, and of wooden ploughs, homemade by the farmer, as in the sub-stone age. It poured scorn on the argument that an extra five dollars on an implement intended to handle a crop varying in value from five to twenty thousand dollars was a serious handicap to agriculture.

Must Walk Carefully

The *Belleville Intelligencer*, discussing the tariff issue on September 17, said that "Canada must not be handed over to theorists. We must walk carefully and act sanely. Canada's tariff policy has attracted hundreds of factories from the United States and many more are coming when they are assured that there will be no free trade foolishness."

The *Kingston Standard* had this to say of the tariff question on September 17,—"It will be good policy for Canada to adopt—to hold what they have and not, by pursuing any will-of-the-wisp policy, surrender their economic fate to any other nation or nations. Contiguous to a great republic that has grown enormously under protection, we cannot afford to leave ourselves at their tender mercies, which we would do if we were to take from our manufacturers—and therefore from our workers—adequate and necessary protection."

Must Not Be Deluded

The *Sarnia Observer* thought that if the Canadian Council of Agriculture did not have a stronger case than that presented in Winnipeg, they need not hope to make much impression outside their own ranks. "Eastern Canadians, including the farmers, are not to be deluded by the pretence of the Council that its aims do not include 'Drastic legislation which would tend to unsettle and injure Canadian industry.' The council plainly proposes the wiping out of all protection in the tariff, the institution of a tariff for revenue only and substitution of direct taxation in place of tariff revenue lost."

How Raise Revenue?

The *Montreal Gazette* in its issue of September 16, asked the pertinent question as to how necessary revenue could be raised from income and business profits taxes, if industrial enterprises were destroyed. "The Council of Agriculture frankly proposes to kill the goose that gives the golden eggs," it said. "Canada cannot afford to embark upon a sea of experimental finance. Her credit is too precious, her obligations too great to permit the adoption of fantastical financial schemes born in ignorance and nurtured in class selfishness. There is no other country in the whole world, not one, that proposes to abolish revenues from indirect taxation of a customs tariff, while several, such as Australia, are, more than ever before, employing the tariff as a shield for domestic industry."

Calls it a Menace

Montreal Le Pays summed up the situation quite forcefully on September 25, when it said:—"The agricultural exponents of free trade are struggling like devils in holy water in order to reduce that protection which is indispensable for the success of our industries. This new race of protagonists would find themselves in a nice mess should our factories close down and their employees and the general public find themselves financially unable to buy the products of the farm."

Would Living Costs Drop?

The *Moose Jaw News*, in marked contrast with the Regina and Saskatoon dailies, refrained from taking sides, but on September 16, came vigorously to the support of the commission and its personnel, claiming that the opening sessions of the inquiry gave promise of effective and beneficial results. "It is to be admitted," said the *News*, "that there is a general cry throughout the country for a reduction of the tariff. In the main this has been caused by the statement so often heard that, if such reductions were made, especially along certain lines, the cost of living would be lowered. The factors in the problem, the high cost of materials and production and the heavily increased rates of wages are ignored by people who use such a contention. The fact remains, however, that there is this general belief. It is for the purpose of discovering what accuracy there is in it, that, if the tariff can be reduced and in what direction, the labors of the Board of Enquiry will be directed. That is not the policy that would be adopted by either the Hon. Mackenzie King or the Hon. T. A. Crerar. What they are demanding is a reduction of the tariff all round. They ignore the fact that a thorough investigation into present conditions may reveal the fact that, whereas on the one hand, considerable reductions may be made in the customs duties, on the other it is possible they may be increased without any injustice being done. Those who are demanding the total abolition of the tariff now or in the near future, will get no satisfaction from the enquiry."

Committed to Protection

The *Edmonton Bulletin* on September 16, took the line, that, as the government was committed to the policy of protection, any controversy over the general question of a protective versus a revenue tariff was aside from the point. "It is argument," declared the *Bulletin*, "on a matter that lies without the jurisdiction of the commissioners. They have not been sent out to find out which of these general policies the country wants, will not concern themselves with that question and it would make no material difference if they did. It has been decided that the country is to have a protective policy during the lifetime of the present government, willy-nilly. Only within the scope of that prescription is the Tariff Commission qualified to make enquiry. . . . . The business of the commission is to find out how the protective policy can be put into effect so as to produce the least resistance. The kind of medicine having been decided upon, the commission is sent out to discover how to administer the dose without producing convulsions in the body politic.'

Majority Favor Tariff

The *Fredericton Gleaner*, referring to the C.M.A. statement on September 17, said, "There is no doubt that a majority of the people of Canada favor a protective tariff; the advantages of such a tariff have already been demonstrated; the results have reasonably met expectations."

Are After Facts

The *Vancouver Province*, referring to the first session of the tariff inquiry, brushed aside the opposing briefs of the manufacturers and agriculturists with the comment:—"Neither is a novelty to the commissioners or to the public. The purpose of the commission is not to hear these general statements of principle, though they have their value in arriving at an economic basis. Commissioners will be more concerned to learn at first hand how the present tariff bears upon individuals and communities in actual practice and in what details it can be amended to the general advantage."

C.M.A. Well Organized

The *Moose Jaw Times* paid its respects to the C.M.A. on September 16, stating that this organization was taking full advantage of the commission to put its propaganda across and "Being better organized for this work than are the people whom they exploit, they are in a much better position to use the commission to further their ends. Evidence of this is found in the carefully prepared statement of the manufacturers' case at

the Winnipeg sitting and just as carefully prepared plans for its circulation among the people by full-page advertisements following up the Press reports of the proceedings." The *Times* suggested that the arguments advanced on behalf of the manufacturers might produce opposite results to what they expected and repeated the claim of the farmers that their demand was not for free trade, but for tariff reduction, in which they were in accord with the fiscal policy of the Liberal Party.

Is Morally Wrong

The *Calgary Albertan*, after describing the Council of Agriculture's statement as "Brief, concise, forceful and clear," proceeded to attack the protection principle in its issue of September 16. It meant a levy on the wealth of the many for the advantage of the few and was, in its opinion, morally wrong. As for being unable to get revenue otherwise, that, it characterized as a reflection upon the intelligence of the people.

An Oracular Utterance

The *Winnipeg Free Press*, in its issue of September 16, discussing the arguments presented before the Tariff Commission, refrained from taking sides definitely but pronounced the somewhat oracular opinion that the third party programme would not likely succeed unless it was right and, if it was right, its application would be for the national good. "Therefore," it concluded, "we see no occasion for anyone to worry, notwithstanding the gloomy possibilities of the future set forth in the memorials embodying the protectionist appeal, submitted to the Tariff Commission." The *Free Press* characterized the C.M.A. brief as elaborate and able, while it referred to the Council of Agriculture's memorial as being radical only in its implications. "Revenue requirements and the caution which responsibility instills would probably make the first attempts at tariff revision by a Progressive Government highly tentative," it explained.

Opposition in Regina

The *Regina Leader* and the *Saskatoon Phoenix*, publishing the same editorials on September 16, voiced the most outspoken criticism of the manufacturers' statement that appeared in any Canadian daily newspapers. It was described as "A frank and unblushing demand by the vested interests for the continuance of their privileges." "The manufacturers," declared these two Saskatchewan papers, "made a specious attempt to show that there is no half-way house between protection and free trade. But in this they necessarily became involved in their own previous statements that the tariff is necessary to provide national revenue. For if it be practicable to obtain revenue while providing protection for manufacturing industry, it is obviously practicable to provide considerably less protection without losing revenue from the tariff. In fact, tariff revenue will increase in proportion as the duties do not exclude imports, that is, provide protection; and in proportion as the tariff is protective—which is what the manufacturers want—it will fall short as a revenue producer." Both papers contended that the deficit argument was beside the mark, claiming that "any finance minister who set out to remove the protective effects of the tariff could raise by it, while doing so, as much revenue as at present; but if he did reduce the revenue from that source, he could easily find direct taxes with which to replace it."

Inquiry Limited

The *St. John Telegraph* did not discuss the issue before the commission on its own merits but linked it up with the political situation, declaring on September 16, that—"The Meighen Cabinet will finally decide the nature of tariff revision to be carried out and so the work of the so-called Tariff Commission of Inquiry is limited at the outset by the views of Hon. Mr. Meighen and his Conservative associates, who dominate the administration."

Attempts an Analogy

The *Regina Post*, in a less extreme editorial utterance on September 17, took note of the manufacturers' claim that without the tariff they would be unable to compete successfully with the manufacturers of the United States and their factories would be closed and their employees be forced to migrate or engage in other occupations, but did not attempt to answer this argument except by saying that "The only exception to this rule of evidence is the statement, reasoned and complete, presented by the Secretary of the Canadian Council of Agriculture."

Taking as text the claim of the latter that "Production and trade in Canada have been forced into narrow, unnatural and uneconomic channels through the application of protective duties," the *Post* referred to the way certain cities in Canada had in the past succeeded by means of bonuses, exemption, etc., in getting industries established without proper regard for markets, transportation facilities, supply of raw materials, etc. "We doubt if there is a city in Canada to-day that has not grown too wise to repeat the experiment. Yet that foolish policy is exactly what Canada adopted as a "National Policy" some forty years ago, using a protective tariff as the form of bonus. Are we to be handicapped forever by that foolish policy? Or are we going to try to bring about development in an orderly and economic way? This is in effect the query which the Canadian Council of Agriculture laid before the cabinet committee."

Can They Compete?

The *Victoria Times*, dealing with the tariff question on September 16, questioned the contention that Canada's manufacturing industries could not exist without the present protective tariff. "If Canadian goods can compete with American and British goods in the United States and Great Britain, they certainly can do it in Canada under moderate tariff conditions," it argued. The *Times* did not think it complimentary to the manufacturers themselves, who were exporting $600,000,000 every year to competitive markets, to say that they could not exist without a high tariff wall.

Free Trade Impracticable

The *Brockville Recorder*, under the caption, "Why befuddle the issue?" claimed, on September 21, that the C.M.A. were spending hundreds of thousands of dollars in advertising the benefits of high tariff and protested against the suggestion that the contest was between high tariff and free trade. "This simply is not true," declared the *Recorder*, "for outside of a comparatively few people in Canada no person contends that a fiscal policy of free trade is practical. There must be a tariff and surely will be one, because it is one of our adopted methods of raising revenue and Heaven knows it will require all our skill and patience to meet the financial demands on the country."

Criticized C.M.A. Brief

The Toronto *Globe* showed itself decidedly critical of the brief presented by the C.M.A. In its issue of September 16, it questioned the contention of the Association that only between 16 and 18.5 per cent. of all the produce of Canadian farms was exported in the manufactured state, while between 81.5 and 84 per cent. was marketed in Canada. "When the batteries of the Grain Growers are unlimbered and directed upon this statement made by the Canadian manufacturers to the Tariff Commission, it will be riddled at the first round," declared the *Globe*. "How it came to be made at all by men so shrewd as the leaders of the Canadian Manufacturers Association passes comprehension, for it

is demonstrably inaccurate in two important respects,—it overestimates greatly the total value of agricultural products for which a market must be found, and it underestimates to an even greater degree the proportion of the total sent abroad." The *Globe* then proceeded to work out the percentage on its own account, finding that the home market absorbed in the vicinity of 63 per cent. of the marketable surplus of Canadian farms.

A Play Upon Words.

In its issue of September 17, the *Globe* took issue with the C.M.A.'s statement that "all tariff revisions are governed by a guiding principle, and this guiding principle must be either the policy of protection or the policy of free trade." "The statement is a play upon words," replied the Globe, "intended to present the tariff issue as one in which there is no middle ground and as a direct conflict between protection and free trade. No such arbitrary line can be drawn between any of the policies upon which the parties will appeal to the country." The *Globe* then proceeded to compare the relative positions of the farmers and the Liberals, pointing out that the principal difference between them was with regard to the British preference. Concluding, it declared that —"The battle is not at present between free trade and protection, but between those who would use the tariff first and foremost for the advantage of special interests and those who seek to adjust it so that it will bear less heavily upon the necessaries of life, and so that more of its proceeds will be diverted to the public exchequer and less to the pockets of the few."

A Good Argument.

Montreal La Patrie, in a well-reasoned editorial, on September 15th, said that the manufacturers "have a good argument for inducing the farmers to make concessions by making them see that protection applied for the direct benefit of industry, indirectly benefits agriculture. Industry cannot be protected except by the tariff. If, on its side, agriculture does sell its products in face of free competition from other producing countries, it cannot claim that it enjoys no protection from the state. Agriculture, as a matter of fact, has always been the object of consideration from our public governments. The provincial and federal administrations have not failed to set aside for it annually, in the form of subsidies, a large part of their revenue. It is for the purpose of opening up outlets for the agricultural production of the western provinces that the country has taken upon itself such heavy burdens in order to construct an immense system of railways, in advance of the normal requirements of the country and of the agricultural districts themselves. It can, therefore, be said that the farmers enjoy in our country a protection at least equal to that accorded to the manufacturers, although this protection does not come to them principally from the customs tariff. Neither does the tariff ignore them where the tariff can operate reasonably to their advantage."

Good from the Inquiry.

The *Winnipeg Tribune* thought "That the earnestness that was exhibited by the various interests that appeared to present their cases may be taken as symptomatic of what will happen throughout the West, where the habit of plain speaking has always been cultivated." The *Tribune* expected that some good would come of the inquiry.

No Radical Change Possible.

The *Vancouver World* took the attitude that, general principles having already been laid down with regard to the tariff, only details of their application were now under consideration. "What the Tariff Board has to do, therefore," it remarked on September 20, "is not to lift the burden of customs duties—which would mean that the same public would carry it, but in the capacity of taxpayers rather than that of consumers—but to adjust it so that it will be distributed fairly all around. For these reasons advocacy of free trade, single-tax, or other revolutionary change in the fiscal system at present in force in Canada before the Tariff Commission, will be without any possibility of practical effect, however valuable it may be from the point of view of the advocate, as propaganda."

Criticized the Statement.

The *Grain Growers' Guide*, as might have been expected, had little use for the manufacturers' presentation of their case at Winnipeg. "Whatever merits or demerits the statement as a whole possesses as an argument for protection," it declared, "it was of no earthly use to the commission as an assistance in determining what protection, if any, assuming that the policy of protection has to be maintained, particular industries ought to have. . . . In not a single case in which retention of tariff protection was urged was there any effort at all to show in a definite, concrete form why protection should be granted and to what extent. Not a representative of manufacturing went beyond the bald informative statement that because some money was invested in his concern and some men employed he should be sheltered from outside competition."

Sceptical of Attitude.

The *St. John Times and Star* was of the opinion that "It will not be the fault of the Canadian Manufacturers Association if the Canadian tariff is not made even higher than it is." In the course of a short editorial on September 16, the *Times* criticized the attitude of the Canadian manufacturers declaring that they "Are intensely patriotic when the tariff is in danger. If they were as careful not to squeeze out of the consumer the last dollar the tariff permits, their protestations would be received with less skepticism."

Wide Publicity to Association's Tariff Statement

In order that the statement prepared by the Association for submission to the Tariff Commission should receive the widest possible distribution, it was decided that the Publishing Committee should arrange for its publication as a paid advertisement in the daily and farm press of the Dominion, immediately following its presentation to the Commission at Winnipeg. This programme was successfully carried out, with the result that the statement enjoyed a circulation of over 2,600,000 copies, and presumably went into practically every home in Canada.

In addition, many thousands of copies of the statement were struck off in pamphlet form and distributed in this way, thus increasing the force of the arguments advanced. Members of the Association were circularized from head office and informed that copies of the statement were available in any desired quantity for distribution to employees or customers, and in response orders for many thousands of pamphlets were received. This offer still stands open, and any member who feels disposed to forward the statement to any interested parties is invited to send to the head office for a supply.

The Association is also sending a copy of Thomas Findley's statement with regard to the implement industry to the editor of every paper in Canada with the request that the facts in regard to one of the greatest of Canadian industries be placed before the public.

The Maritime Fishing Industry and the Obstacles to its Progress

By COLIN McKAY

IN view of the great development of the Canadian fisheries as a whole, it is extraordinary that the Maritime Provinces, which have at their sea gates the greatest fisheries in the world, should not have materially increased the volume of their catch for over a generation. And it is not surprising that William Duff, M.P., Mayor of Lunenburg, the Grimsby of Canada, should have at the last session of Parliament called upon the Government to institute an investigation into the whole question of the fisheries with a view to working out a policy which would lead to a greater development of our Atlantic fisheries. Unfortunately Mr. Duff's resolution was shelved by the pressure of other affairs, and the problem of formulating a vigorous policy for the development of these fisheries did not receive the public attention its importance deserved. At the same time Mr. Duff's exposition of the need of a new fisheries' policy was not in vain, and Hon. Mr. Ballantyne has undertaken a reorganization of the Dominion Fisheries Department, which promises good results in the near future.

While the capital invested in Canadian fisheries and the annual value of their product have both increased three times in the last twenty years, the quantity of fish caught by the Maritime Provinces has remained practically stationary for over forty years. The big developments in the fishing industry have been in British Columbia and Ontario, these two provinces producing nearly two-thirds of the annual fish harvest of $60,000,000. Of course the fish catch of the Maritime Provinces has a greater value now than it had twenty or forty years ago, but this, as Ward Fisher, Chief Fisheries Officer for Eastern Canada, admits, is due to the increase in prices, not to the quantity caught.

Effect of Reciprocity

Some writers argue that Maritime fishing enterprise was arrested by the abrogation of the old reciprocity treaty with the United States, which allowed the fishermen reciprocal privileges in the ports of either country, and even permitted American fishermen to take fish in our territorial waters. Whatever may be the validity of that argument, it attracted little attention in the Maritimes during the reciprocity campaign of 1911, and since the United States opened her markets freely to Canadian fish some years ago, leading fish merchants say the effects upon their trade have scarcely been appreciable. In any case the American duty on fish was never high, and lobsters have always enjoyed a free market there.

The explanation of the comparative stagnation in the development of the Maritime fisheries lies in a whole series of causes unconnected with fiscal policies. When the development was arrested, the Maritimes were salting and drying practically all their fish catch. New England also had at that time a great fleet of Grand Bankers which salted and dried their catches. And if this branch of the Maritime fishing industry has remained nearly stationary, that of New England has greatly declined, and to-day the New England salt fish fleet is insignificant.

When the fresh fish business began to develop, the Maritimes were not in a position to compete with the New England fishermen in the American market, even if they had had free entry for their fish. American vessels were able to supply the fresh fish market in the United States about as fast as it could be developed, and, if Canadians had attempted to deliver large catches of fresh fish at Boston or Gloucester, they would probably have had to take lower prices than they were able to obtain for salt-cured fish in other markets.

World Conditions

No doubt the general development of the Maritime fishing industry has been limited by world conditions. The immense expansion of European fisheries during the past generation has restricted the profitable markets everywhere. European countries have been sending fish to the United States, the West Indies and South America, and, though Canada has increased her exports of fish, the margin of profitable development in the face of foreign competition has been small. The Maritimes were necessarily slow about developing the fresh fish business with the interior of Canada, because it is only in recent years that there has been anything like adequate transportation facilities. And while they were still working on the transportation problem, they experienced the formidable competition arising from the rapid expansion of the fresh fisheries of British Columbia and the Great Lakes.

Methods Have Been Slow

Moreover, it must be said that the Maritimes have not been noted for their enterprise in employing new methods of catching fish or preparing fish for the market. For a long time the fishing vessel owner was usually a general merchant, and by means of the truck system he kept his fishermen in a state of vassalage; the result being that many of the best fishermen went to New England. Possibly this condition was more or less necessary; the merchant who fitted out a fishing vessel might be a year before he sold the catch, and he usually had no surplus capital or credit to pay off his fishermen at the conclusion of a trip. Besides, as the fishermen worked on shares, a final settlement could not be made till the whole catch was sold. Only in recent years, or since the appearance of a number of large companies in the industry, has the truck system been generally abandoned.

Capital Backward

Capital for the development of the fisheries has not been readily forthcoming. Maritime business men have invested largely in wildcat mining schemes, western lands and fox ranches—on the principle no doubt that distance lends enchantment to the view—and they have overlooked the opportunities that lay at their doors. One county, however, has continued to show an aptitude for sea adventure worthy of the traditions of the Maritimes. Lunenburg County, by the application of the co-operative principle,—business men joining with the working fishermen in building and fitting out fishing vessels,—has built up a large fleet of Grand Bankers, handsome craft of yacht-like lines which could easily run away from the cup racers racing for market in a gale of wind. Its local enterprise has made Lunenburg County the greatest fishing community in Canada, and brought prosperity to its two chief ports, Lunenburg and Lahave. Its example has inspired other communities

to adopt the principle of co-operation, but none have achieved results so satisfactory.

Large Companies Needed

It would seem that the Maritime fishing industry has reached a stage of development where large companies, disposing of considerable capital, are required for its further expansion. Time was when the fishing business was a good deal of a gamble; but it is now in process of being what the French call industrialized—of being reorganized as a big business on the lines of the meat-packing industry. A number of large corporations have appeared on the scene, and are doing good work. They have put up big plants where fish are assembled from a wide area, and treated and cured by experts using modern processes; they maintain cold storage depots on the coast and are endeavoring to build up an efficient refrigerator transport service,—a big problem in a country like Canada: and they are developing stable markets in communities where sea fish were previously unknown, at any rate in a fresh state.

These companies are also eliminating the waste which went on under the old regime. It is calculated that some years ago one-third of the possible value of the fish catch was lost. Where a by-products plant is not accessible a modern beam trawler throws overboard fish with a potential value of half a million dollars every year. Now a few, a very few, Maritime plants operate reduction works which utilize the heads, bones, skins, entrails—everything that was formerly thrown overboard. One of the by-products is fish oil, which has many uses and can now be rectified and rendered clear and odorless, so that it forms an excellent base for margerine. After the extraction of oil, a fine quality of glue is obtained, and the residue of the fish waste is ground and cooked, becoming fish meal, which is in growing demand for feeding hogs, cattle and poultry. In the United States they are now experimenting with the idea of making leather from the skins of a variety of fish besides porpoise and sharks.

Cured Product Inferior

The companies which operate modern plants for salt curing or packing fish in various forms only handle a small proportion of the catch, and they are handicapped by the fact that Canadian cured fish do not enjoy the best of reputations in either the home or foreign markets. "Canada produces just as good fish in the raw state as any other country," says H. B. Short, of the Maritime Fish Corporation, "but the fact remains that in many cases our cured product does not compare favorably with the finished products of some other countries, nor command the same prices."

Standardizing the Pack.

The Canadian Fisheries Association has been working on the problem of standardizing the pack, and at its instance the Dominion Department of Fisheries has undertaken to establish a system of inspection, providing for the placing of a Government stamp on packages containing fish products conforming to the proposed standards. This inspection system may work out all right in the case of large companies which employ experts to cure and pack their products, but it seems to overlook the fact that a large number of people employed in curing and packing fish have no special technical training for their work, and in the present condition of the industry generally it is rather looked upon in some quarters as a move on the part of the big companies to acquire a preference for their products.

Standardizing fish products—and this term does not preclude recognition of the fact that different standards are required for different markets—is not so simple a matter as, for instance, grading and packing apples, so as to pass the Government inspection. A preliminary to the satisfactory operation of a Government system of inspecting and branding of the fish pack would seem to be provision for the technical training of those employed in curing and packing the product. But the question of establishing technical training schools for those employed in the fishing industry, such as they have in European countries, has not got beyond the stage of discussion in the Maritimes. The Dominion Government has offered grants for such schools, if the industry itself will do its part, but it seems likely that the Maritimes will be left behind by British Columbia in the establishment of institutions which by general admission are essential



Canning Fish in a Modern Cannery

for the proper development of the fisheries.

While the big companies have done a good deal to improve the methods of curing and marketing fish, they have not yet given much attention to the problem of production. Sailing craft are mostly employed in the deep sea fishing. They anchor on the banks or move about under shortened sail, while the men go out in small dories and set what is erroneously called trawls—lines a mile or more long with short lines every few fathoms bearing baited hooks. The work is hard and dangerous, and when fogs or snowstorms shut down suddenly the men in the little dories are sometimes lost. The shore fishing is carried on by small boats, usually equipped with motor engine, and at present the shore fishing is far more important than the deep sea fishing. In the Maritime Provinces and Quebec about 25,000 fishermen work in small boats, as compared with about 5,500 working in vessels, ranging all the way from 15 to 125 tons register.

The steam vessel, using a beam or ottar trawl,—a large scoop net which is towed through the sea, catching all kinds of fish,—is the most efficient method of fishing by far. Before the war 95 per cent. of the total catch of England and Wales was captured by steam trawlers. But the Maritimes have only a few of these craft, and the United States less than fifty, most of which have been built in the last three years. When the beam trawlers first began operations off the coast of Nova Scotia, the fishermen objected strongly to their employment, claiming that they would soon ruin the fisheries; a claim that was made years ago by the North Sea fishermen. At first their operations off the Canadian coast were not attended with success, and the Maritime and New England fishermen regarded the new invasion with complacent scorn with which conservatism looks upon new-fangled inventions. But the French fishermen soon demonstrated that beam trawlers could be employed as successfully in western waters as in the North Sea, and with a little experience the Nova Scotia and New England beam trawlers began to make catches that surprised the old fishermen.

In time the beam trawlers, operated by steam or motor, will doubtless supersede the type of sailing craft now mainly employed in the deep sea fishing, but lack of capital is retarding their introduction—more perhaps than the lack of trained crews. At any rate, it is no longer difficult to get native fishermen to man them. Operating these craft is less arduous or hazardous, compared with fishing from dories, and the earnings of their crews sometimes run to $300 or $400 a month per man. Naturally the prejudice against them is dying out, and little is now heard of the pretension that they will ruin the fishing on the 69,550 square miles of fishing banks within easy reach of Maritime ports, to say nothing of the extensive fishing grounds in the Gulf of St. Lawrence and off the coast of Labrador.

But the question of increasing the production of fish is not at present so important as that of developing larger markets, and this, with the rapid extension of Canada's ocean services by the Government Merchant Marine and the general improvement of rail transport, is becoming largely a problem of improving the quality of the product and establishing a better reputation for Canadian fish. Apart from the opportunities offered by overseas markets, it would seem that the possibilities of the Canadian and the American markets have only been scratched. Neither Canada nor the United States are large consumers of fish, compared with England and other European countries. A Canadian official tells us that the per capita consumption of fish in Great Britain is 55 pounds per annum, as compared with only 20 pounds in Canada, while an American official affirms that England consumes 60 pounds per capita, Canada 40 pounds and the United States 20 pounds. In any case there would appear to be a big possibility of encouraging the consumption of fish, both in Canada and the United States, a problem which might be dealt with, after the German fashion, by a systematic campaign of publicity and demonstration designed to popularize fish as an article of diet.

Telephone Rate Increase Hearing at Ottawa

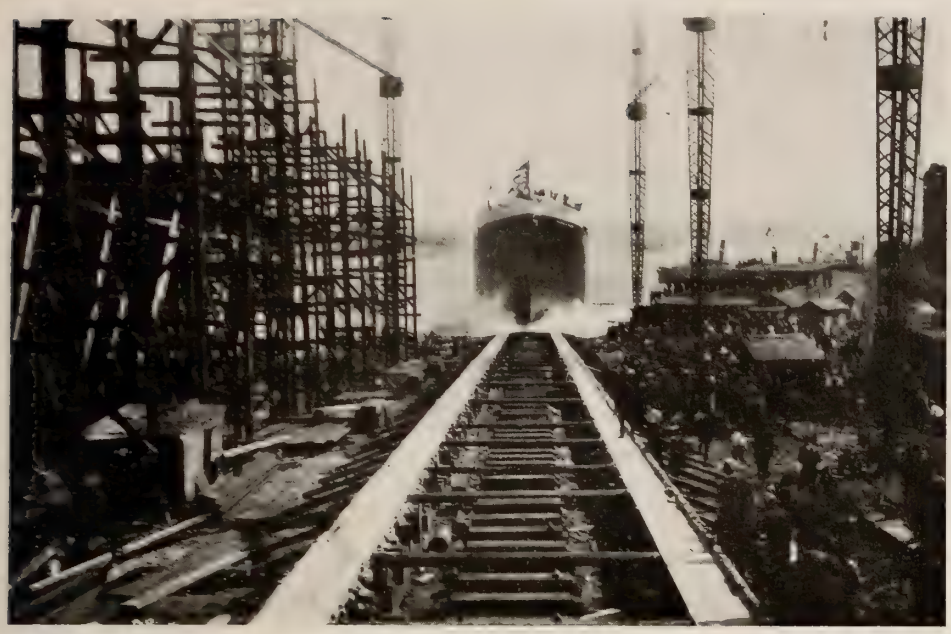
ON September 21-23, the Board of Railway Commissioners held a hearing at Ottawa in connection with the application of the Bell Telephone Co., of Canada, for an increase of rates. The Association was represented by J. E. Walsh, general manager, and S. B. Brown, assistant manager of the Transportation Department.

In their application, the company requested an advance in flat rate charges for both residence and business telephones in all cities except Toronto, Montreal, Hamilton, Ottawa and Quebec. At these points an increase was requested in the flat rate charges on residence and business phones, but in the case of the latter this would be subject to a maximum allowance of 100 calls per month, with extra charge, above that number, of 4 cents per call in Toronto and Montreal and three cents per call in Ottawa, Hamilton and Quebec.

Various reductions were proposed in the rental of private branch exchange equipment. For example, extension lines would be reduced to $10.80 per annum, the generator circuit would be supplied free and the rental of the switchboard would be reduced. An entirely new system was proposed in the long-distance service, a higher charge being assessed on what are known as person-to-person calls as distinguished from station-to-station calls. An increase in the regular rate for long-distance calls was also requested.

The Telephone Company in support of their request for these various increases, which they alleged would bring them in the neighborhood of $5,000,000 increase in revenue, stated that they must be in a position to secure additional capital through the issuance of securities amounting to $10,000,000 per annum, and that they must be in a position to pay 8 per cent. for this money; otherwise, they could not issue the securities as the market would not absorb them. In support of this contention they submitted several witnesses, representing financial houses, to show first, the necessity of an increase in the revenue of the Bell Telephone Company before it could properly issue further securities, and, second, that the prevailing rate for money was in the neighborhood of 8 per cent., and that there was no immediate prospect of a reduction in this rate.

Witnesses were also put forward to show the condition of the plant at the present time. The plant superintendent alleged the situation in that regard was very unsatisfactory, in other words, that owing to high cost of materials, shortage of labor and capital, they had been compelled to withhold certain extensions and improvements, which had had the effect of placing the plant below normal and inadequate to properly handle the service. Mr. Lash, the chief engineer, went into these questions quite extensively, and showed the necessary requirements of the Telephone Company in the way of extensions and new equipment which would be absolutely necessary in order that they might take care of the present and prospective business of the company.



The first steel steamer built by the Halifax Shipyards, Limited, takes to the water.

First Steel Ship for Halifax

Historic Occasion When "Canadian Mariner" is Successfully Launched at Halifax Shipyards

An event of no small importance in the industrial life of Canada occurred on Saturday, September 4, when the first steel steamship built by the Halifax Shipyards, Limited, was successfully launched. The occasion was a gala one for Halifax, the launching being attended by thousands of citizens, who thronged all the approaches to the shipyards to do honor to an historic occasion in their city's life.

The launching took place at 11.30 in the presence of the Lieutenant-Governor and Premier of Nova Scotia; Alexander Johnstone, Deputy Minister of Marine; Mayor Parker of Halifax; Roy M. Wolvin, president, Dominion Steel Corporation; H. B. Smith, president Halifax Shipyards, Limited, and many other distinguished people. The christening ceremony was performed by Mrs. Wolvin, who named the ship the *Canadian Mariner*.

Subsequently a luncheon was served in one of the large office buildings. President H. B. Smith presided, and in a few opening words emphasized the importance of the occasion to Halifax and Nova Scotia. The *Canadian Mariner* was the largest vessel ever built in the province; it was built entirely of steel, built by Canadian workmen and registered the highest class known to the shipbuilding world. Congratulatory speeches were then delivered by Roy M. Wolvin, Alexander Johnstone, Lieutenant-Governor Grant, Premier Murray, Mayor Parker, G. Fred Pearson, J. F. McLurg, general manager, and J. F. Paige, operating manager.

The keel of the *Canadian Mariner* was laid last October. The bitter weather of the succeeding winter delayed operations, but with the coming of spring the work proceeded rapidly. June 21 was set as the day for the launching, but a strike intervened and it was necessary to postpone the event. With the restoration of industrial peace, the work of construction was speeded up and the shipyards' staff did wonderful things during August.

Description of Ship.

The *Canadian Mariner* will be a two-deck freighter, with a speed of 11 knots. She is built under Lloyds regulations. Her specifications are as follows:

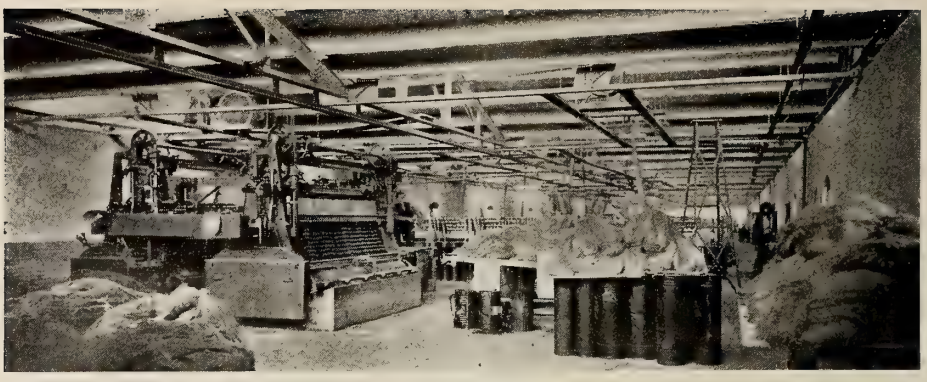
Canadian Mariner

8,100 Tons D. W.
Length over all—413 ft. 1 in.
Length between perpendiculars—400 ft.
Breadth, moulded—52 ft.
Depth, moulded—31 ft.
Draft, loaded—25 ft. 1 in.
Type—2 d., p.b. and F'c's'le.
Engines, type—Triple Expansion.
Cylinders, diam.—24 x 44 x 73 ins.
Stroke—48 ins.
Ind. H.P.—3,000.
Boilers, type—Single Ended.
Number—3.
Diam. and length—15½ x 11½.
Working pressure—180 lbs.
Furnaces, number—9.
Grate surface—198 sq. ft.
Heating surface—7,743 sq. ft.
Speed—11 knots.
Classification—Lloyds.



Notable People Present at the Launching

In the centre stands Mrs. Roy Wolvin, who performed the christening ceremony; to her right is Mr. H. B. Smith, President of Halifax Shipyards, Limited, and to her left the Admiral of the Port; Roy Wolvin, Vice-president, and J. F. McLurg, General Manager of the Company.



General View of Flax-Spinning Room

Developing a Canadian Linen Industry

Production and Manufacture of Flax Fibre in Canada—Prospects for a Linen Industry—Quality of the Linen Already Made in Canada—History of Canadian Linen—Manufacturing Processes—Markets Available

By JOHN LANIGAN

TWO Canadian industries which owe their remarkable growth directly to the war are the spinning of flax and the manufacture of linen. Before the imperative cry for increased production was raised these industries were hardly considered as an important part of Canada's wealth. Now they have grown so as to deserve that consideration, and their possibilities for further growth are almost unlimited.

As the Canadian linen industry is necessarily linked with the production of flax* and the spinning of linen yarns, a few words about the agricultural and earlier mechanical processes may have some value as an introduction to the wider subject. These processes have reached a high degree of efficiency, while the linen industry proper is still in its infancy.

In 1914 there were 4,000 acres of flax land in Ontario. According to the flax specialist of the Dominion Government the acreage of land utilized in the production of fibre flax is now 40,000, or almost double last year's acreage. As stated above, this rapid increase is primarily due to the war. Before the war, the world production of flax fibre was 500,000 tons, of which quantity Russia produced about 80 per cent. Blockades in the early part of the war, and the default of Russia later on practically cancelled the supply of the portion usually exported from there. At the same time a great demand for linen existed; aeroplane wings had to be covered with linen, linen threads were needed for uniforms, boots, etc. Hospitals required a continual supply of linen goods.

Faced with the prospect of a failure in the shipments of raw material, while the demand for the manufactured product was ever becoming more insistent, the British Government issued to all parts of the Empire an appeal to grow flax. One response to this appeal was the increased acreage of flax-growing land in Canada. By an Order-in-Council dated October 23rd, 1918, all seed of fibre variety was commandeered and shipped to Ireland. The amount of seed sent under this order was 110,000 bushels, which fetched a price of $27.50 per sack of 182 pounds.

In this connection, a recently published report of J. Vernon McKenzie, Canadian Government Trade Commissioner at Glasgow, contains some facts of importance. "Canadian fibre flax seed," he writes, "has within the past few years gained many friends amongst the merchants, growers, and the technical Governmental agricultural authorities in Dublin. In 1918 the Governmental figures showing direct trade between Canadian ports and Ireland do not differentiate between fibre seed and linseed, but it is stated that the great bulk consisted of the former variety; the value of the trade was £91,520. In 1919 the flax-seed exportation (direct) from Canada to Ireland had grown almost fourfold, totalling £339,289."

Mr. McKenzie also refers to the necessity for careful inspecting and grading. If seed other than government inspected and graded No. 1 is allowed to be exported disastrous results will follow. The Irish Department of Agriculture is circularizing growers and importers to impress upon them the value of the Canadian Government certificate.

Canadian flax is also appreciated in Ireland. Most of our crop is now exported there and later returns to Canada, manufactured into the finest Irish linen. Prospective linen manufacturers need not worry about either the quantity or quality of their raw material. This year's crop is very good. It is estimated that the yield and quality of the flax straw is 26 per cent. higher per acre than that of the 1919 crop. There are now seventy-seven flax mills operating in Canada, and all machinery for extraction of seed and fibre is now made in this country.

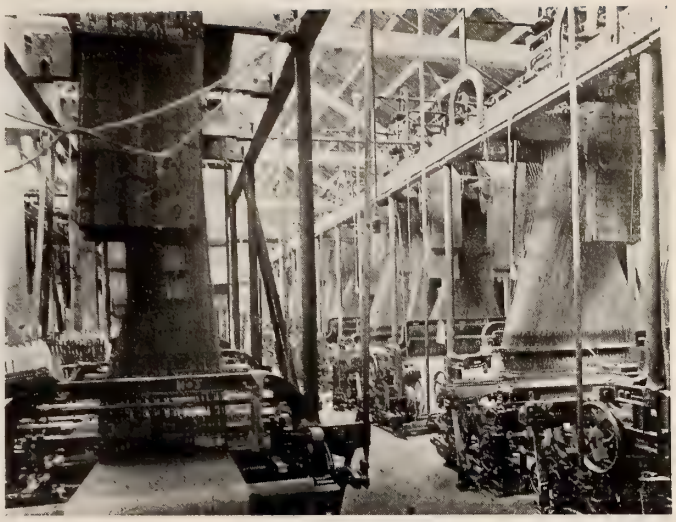
The growth of the flax industry has not been unattended by difficulties. One of the chief of these was a prejudice amongst farmers against this particular cereal. The belief was widespread that flax had an injurious effect on the soil. Like most beliefs of the kind there was a certain amount of reason behind it. Flax seed in the past had been supplied to farmers when it had not been properly screened. As a result, when it was sown, a goodly crop of weeds was sown at the same time. Mr. S. F. Glass, M.P. for East Middlesex, who has done much to assist and stimulate the flax industry of Ontario, brought this matter before the House of Commons in April, 1919. In the course of a speech on the industry he said:—

"I desire to bring to the attention of the Minister and of the Department of Agriculture the very great importance, if we are to develop this industry on a broad and successful basis, of the closest care and jealous scrutiny and protection

*Unless otherwise stated, the word flax where used in this article refers to fibre flax, most of which is grown in Ontario.



Warping Machine in Linen Mill



Weaving Room in Linen Mill

of our standards of seeds. We must also have the confidence of our farmers, and we must disabuse their minds of the prejudice that still exists that flax seed is dirty for the land, that it takes away from the soil essential properties. These prejudices are easily tested by an examination of the reports of agricultural farms in this country, in the United States and in England, and there would seem to be no reason why these prejudices should continue to exist."

The difficulty just mentioned is now being counteracted, to a great degree. Another difficulty, harder of solution, has not been finally settled. That is the question of labor. Flax must be pulled, as the fibres run down to the roots, and the length of fibre is one of the main considerations in determining its value. Now, pulling flax is not the kind of job that a rational person would choose when any other form of employment was open. Consequently, white labor is almost impossible to obtain, and growers depend largely upon Indians for gathering the crop. While there is an incidental advantage to the country in this, since people who are otherwise of little economic importance are given work, the condition is unsatisfactory to those directly concerned. Indians are wards of the Crown, and as such not subject to the ordinary laws of contract. They are extremely unreliable, and constant supervision of their work is necessary. Some relief in this direction may be expected when the flax can be pulled by a machine, but so far the machines tested have not come up to requirements. Moreover, any machine that pulls flax will also pull weeds.

Again, like all industries dependent on agriculture for their raw material, the flax business is at the mercy of the weather. There are good years, when the fibre is long and the crop plentiful, and bad years when the grower gets a scanty and stunted harvest. In the "dew-retting" process, where the flax is spread out in fields until fermentation and decay have loosened the fibre from the pith, too much rain will discolor or weaken the fibre. If the flax is not gathered and dried at the proper time, most of the preceding work is wasted.

The Linen Industry.

In spite of difficulties such as these, the production of raw material proceeds, and the yearly quantity is increasing. What is being done with it? The Irish linen mills receive the greater proportion of the most valuable fibre, since the facilities for taking it up do not exist in Canada. There is linen being made in Canada, by Dominion Linens, Limited, but their mills are supplied and kept running to capacity by flax grown on their own land, an area of 700 acres. To utilize the rest of the flax, more mills are needed.

What are the prospects for a linen industry in Canada? Provided someone has the initiative and the capital to establish mills, there are great possibilities for success. Mr. J. H. Campbell, president of Canadian Flax Mills, Limited, is of the opinion that linen can be manufactured profitably in Canada. "We send our fibre to Ireland now," he said, "but we would rather sell it in Canada, if there were mills here to take it. I am sure that good linen can be made here. The folly of exporting raw material when we might export the manufactured article has been clearly established. The manufacture of Canadian linen from Canadian flax should be encouraged in every way, even by Government assistance if it should be required."

"How does the linen made in your mills compare with that imported from England and Ireland?"

This question was addressed by the writer to Mr. W. Berry, vice-president and manager of Dominion Linens, Limited, on completing a tour of the Guelph plant. Any doubts implied by the question were completely dispelled by the reply. Mr. Berry turned to the shelves of the shipping-room, took down a number of boxes and displayed their contents, table-cloths and serviettes.

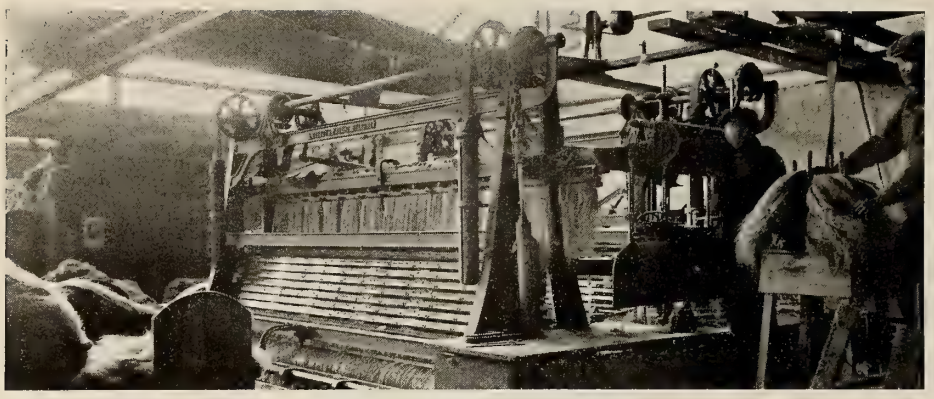
"Look at these," he said, "have you ever seen anything better in imported goods? Here in Guelph we are making linen superior to anything turned out by firms in the Old Country. Even the 'Old Bleach' Irish linen cannot equal this for whiteness."

Even a layman could appreciate the quality of these goods. The delicate woven designs, the combination of whiteness, sheen and texture that constitutes the finest damask were there. Here lay a further proof that what can be done by other industrial nations can be done in Canada.

History of Canadian Linen.

The production of fine linens is a modern development of Canadian textile manufacture, but the linen industry has a long history behind it. The earliest settlers spun their own flax; in fact on some Quebec farms the habitants still use homespun linen, and very good stuff it is. As for mechanical production, Canadian mills have been making coarse linens for the past seventy years. For about fifty years Doon Twines, Limited, have been spinning Canadian flax in their mills in Doon and Kitchener, making twines and cordage.

The manufacture of fine linens in Canada may be said to date from 1903, when the Brantford Linen Company was formed. In 1908 this company moved to Tillsonburg, and the name was changed to the Oxford Linen Company. In 1914, shortly



A Flax-Hackling Machine

after the Dominion Linen Manufacturing Company had been established in Guelph, an amalgamation of the Guelph and Tillsonburg plants was made under the name of Dominion Linens, Limited. Flax Spinners, Limited, are a subsidiary of the linen company. Since the formation of Dominion Linens, the Tillsonburg plant has been used for the production of heavy towelling, while at Guelph both coarse and fine grades of linen are manufactured.

Manufacturing Processes.

"From flax to fabric" is a slogan of Dominion Linens—a concise statement of the important fact that they are a self-contained industry. The flax used is grown on the company's land, an area of 700 acres. At present it is pulled by hand, Mexican and Indian labor being used for the most part. The perfection of a flax-pulling machine will doubtless cut down a heavy item of expense here. The flax is threshed and retted. In Ireland dew-retting is the favored process. This is also used in Canada, but the company have found that for the finer grades of linen tank-retting gives the best results. A number of concrete tanks have been built for this purpose, while during the summer months the temperature is frequently the right degrees for the river to be utilized. When thoroughly retted, the flax is "scutched," the fibre is stripped from the "shive" or pith by machinery. The next process is "roughing" when the fibres are combed by hand to separate the short fibres from the long ones used in better yarns. The short fibres are spun into tow.

From that point on all the processes are mechanical. The hackling machine combs out the fibre by a series of combs graded in fineness from three teeth to a foot to fifteen to an inch. Further combing and straightening of the fibres take place in other machines till a thin even ribbon is formed ready for spinning. The spinning machine then takes this ribbon and spins it into a light yarn or thread, winding it on spools as it is spun. The coarser yarns are used for linen thread, shoe thread, twine, etc. The finer are sent to the linen mill for weaving. In the linen mill the yarns are wound on cylinders to form the web and on small "pirns" which go in the shuttles. The fabric is then woven in a power loom, the pattern being worked in by an automatic control of the shuttles. It is then bleached by a process of boiling and washing with chemicals. When dried it is "beetled," i.e. pounded on rollers for a period of from three to six days by a battery of wooden mallets. Hydraulic mangles iron the linen, other machines calendar and fold it, and finally it is hemstitched, baled, stamped and packed for shipment.

The linen industry has to recommend it many general advantages which it shares with other industries, and some which are peculiar to itself. Among the former may be mentioned the close connection existing between an industry of this kind and agriculture. A factory which buys from the farmer is more popular with him than one from which he buys. Again, there is the reciprocal effect of one industry upon others. At the present time most of the machinery used in the manufacture of linen must be imported from the United Kingdom. With the growth of the industry it is probable that Canadian manufacturers will see a profit in making the machinery here, or else firms from England may find it advisable to locate branches in Canada. Either course will be for the good of the country.

Labor Conditions.

The higher processes in linen-making call for skilled labor. As the training required for these processes was not available in Canada, it was found necessary to draw on the British labor market. A desirable class of immigrants has thus been introduced into the country, and more will follow, attracted by higher wages and better living conditions than are open to them in Great Britain and Ireland. Moreover, these operators will form the nucleus of a new trade, and in time a new kind of skilled labor will be open to Canadian-born workers.

"We are not worrying about selling goods," said Mr. Berry. "The great difficulty is to keep up with our orders."

Dealers are finding out that Canadian-made linens are quite as easy to sell as imported ones. In fact with enough mills to supply the Canadian demand, there is no reason why a yard of linen should be imported. There is a market in Canada alone for about ten times as much linen as is now produced here.

In addition to the domestic market, there are great possibilities in the export field. There is very little linen manufactured in the United States, and none to compete in quality with the Canadian product. Two powerful rivals in export trade—Ireland and Belgium—are temporarily handicapped, the one by internal dissensions, the other by the effects of the war.

A necessity of war which, with the progress of commercial aviation, is becoming a necessity of peace-time is aeroplane linen. War contracts for this commodity were granted to Dominion Linens and satisfactorily filled. The demand for it will increase as the aeroplane business extends. Canada can supply this demand as well as any other country.

There is in the case of the linen industry no present need of urging people to buy Made-in-Canada goods. The industry is being well supported, and no difficulty in finding customers has been experienced. Dominion Linens makes towels and table linen for the Canadian railways, and are selling also to several department stores. The fact that there is a Canadian linen industry, is, however, unknown to a great many Canadians. Cases have been known where Canadian linen has been sold as Irish linen. It should be a matter of national pride to prevent such occurrences. Wider publicity should be given to all new industrial enterprises. An industry such as the one under discussion is a national asset. It attracts immigration and gives employment to Canadians. It provides the farmer with a convenient market for raw material. Finally when Canadians buy goods produced in this country their money goes to Canadian workmen; when they buy imported goods the only parts of the purchase price to remain in Canada are the tariff and the importer's profit and overhead expense. Every new industry will tend to keep Canadian money at home and rectify the adverse rates of exchange. For these reasons the development of a Canadian linen industry is desirable.

How Canada's Shoe Manufacturers Are Advertising Their Product

By J. L. CHARLESWORTH

THE average citizen of Canada, I do not believe, appreciates the quality of *Canadian-Made Footwear*. I think it is the duty of the shoe manufacturing industry to lay before the consuming public of this country the merits of our production. There is a tremendous amount of ignorance and prejudice in the minds of the people of this country with respect to the merits of *Canadian-Made Footwear* as compared with the imported article.

"The object of this advertising campaign, as I take it to be, would be to disabuse the minds of our people of the prejudice and ignorance that now exist. One can hardly expect other than false ideas to prevail among a large portion of our people when you consider the unfair and untrue criticisms that have been passing through part of the press during the past two or three years with regard to our particular industry."

When the Shoe Manufacturers Association of Canada held their first annual meeting at Quebec in January last, Mr. J. D. Palmer, president of the Hartt Boot and Shoe Company, and second vice-president of the Shoe Manufacturers Association, was the man chosen to set forth the plans and objects of the advertising campaign. The extract quoted is from his speech on that occasion. Standing before representatives of the shoe manufacturing industry from all parts of the Dominion, dominating them by voice and gesture, Mr. Palmer told what the advertising campaign was and why it was to be carried on. The cheers that greeted his words were not only a tribute to Mr. Palmer's efforts in the campaign but were an expression of faith in the idea which underlies it.

A Unique Campaign.

In one respect the campaign is unique. This is the first time that a group of Canadian manufacturers have associated in advertising their particular product, not with the immediate purpose of selling it, but to obtain justice from the court of public opinion. Naturally the manufacturers wish to sell their shoes, but in the present instance they have not made selling their chief purpose. Instead, they are showing buyers of footwear that it is their duty to buy shoes made in Canada and also that in doing so duty and interest coincide.

The first objective then is to prove that Canadian shoes are equal or superior in quality to any imported articles. Allied with this point is the fact that quality for quality, Canadian footwear is better value for the price than imported shoes. And further, when an industry exists on which 70,000 Canadians are directly dependent, then it is the duty of loyal citizens to support it by all means within their power.

The figure, 70,000, has been given here as a rough estimate of the number of people employed in shoe factories and their dependents. As a standard for judging the economic importance of this industry it is far too low. Allied with the shoe manufacturing business are numerous other enterprises. Tanners, leather merchants, shoe jobbers and all the trades who make machinery and furnish supplies for the making of shoes are affected in varying degrees by the conditions which affect the manufacture of the finished product. When the employees of these trades and their families are added to the 70,000 already mentioned, some idea of the national importance of the shoe industry proper may be formed.

The Second Objective.

The second objective is the rebuttal of unjust accusations made against the industry. The charge of profiteering is very often made in these days, and the shoe industry has not escaped. Manufacturers have been accused of fixing their prices just low enough to undersell imported articles, so taking the tariff as an additional profit. When this charge was made in a booklet issued by the Canadian Council of Agriculture, the Council was invited to appoint a committee to examine the plants of shoe manufacturers. Every facility was



The Brains Behind the Shoe Campaign

Left to Right:—C. L. Craigie, Ames-Holden-McCready, Limited; A. Marshall (secretary); J. D. Palmer, Hartt Boot and Shoe Company, (chairman); and R. N. Ashcroft, Ames-Holden-McCready, Limited. Three members of the committee were unable to be present when this photograph was taken. Photographs of two, J. E. Warrington and G. A. Blachford, are reproduced on another page, but it was unfortunately impossible to get one of A. Tetrault of the Tetrault Shoe Manufacturing Company, Limited, in time for publication.

offered for a thorough survey of the industry, books were to be open for inspection. The invitation was declined.

Similar charges have appeared from time to time in certain newspapers, and been reprinted without comment in others. The result has been that Canadians have received a very misleading impression of the industry, and in many quarters a feeling of actual hostility is apparent. If these charges are to be satisfactorily disproved and this hostility turned to friendship, publicity must be given to the facts.

History of the Scheme

In 1919 some prominent shoe manufacturers in the Maritime Provinces were discussing matters affecting their industry. The outlook was not promising. Internal conditions, such as the rising cost of materials and labor, added to the widespread prejudice in favor of imported footwear, made it look dark, not to say black.

"We're not getting a fair show," was the verdict, "the Canadian public is being told a choice collection of falsehoods about us."

"How can we stop it?" someone asked.

"By telling the public the truth about our industry. We have a good case, and people will admit it when they know the facts. Let's advertise!"

About the same time as the idea was taking hold in the East some manufacturers in Ontario were coming to the same conclusion. Letters were exchanged and conferences held. Finally a national committee was formed, with Mr. J. D. Palmer as chairman, to draw up a plan of campaign.

On the original advertising committee with J. D. Palmer were J. E. Warrington, of the John Ritchie Company, Limited, Quebec; J. Alfred Lambert, of J. Alfred Lambert, Inc., Montreal; C. L. Craigie, of Ames-Holden-McCready, Limited, Montreal; and George A. Blachford, of the Blachford Manufacturing Company, Limited, Toronto. Some time after the formation of the committee Mr. Lambert was appointed to a commission which was to draft a constitution for the city of Montreal and, on account of the heavy duties he had to perform on that body, he withdrew from the advertising committee. In his place Alfred Tetrault, of the Tetrault Shoe Manufacturing Company, Limited, Montreal, was elected.



A Logical Argument

Loyal Canadians are requested to give their support to fellow-citizens engaged in a national industry.

R. N. Ashcroft became a member of the Ames-Holden-McCready organization, and owing to his wide experience in advertising matters he was elected to the committee as an additional member. Alex. Marshall, secretary of the Ontario Shoe Manufacturers Association and manager of the C.M.A's. Commercial Intelligence Department, has also done valuable work as secretary of the committee.

Often enough when a society decides to do something the matter is handed over to a committee, and the other members promptly forget the matter. In the shoe manufacturers' advertising much of the success has been due to the enthusiasm of all members of the Association. The committee, representative of practically all localities in Canada where shoes are made, and of all lines manufactured, has been a unit on methods, copy and plans. But, while its members have directed the work, other members of the Association have done their share, sending in suggestions and interesting themselves in the copy. The co-operation and financial support of the allied trades should also be mentioned. Makers of lasts and linings, shoe jobbers, tanners, leather merchants, in fact all those industries which derive their livelihood in whole or part from the shoe trade have realized that their interests were identical with those of the shoe manufacturers, and have lent their best efforts to make the campaign successful.

When the outlines of the scheme were fixed the first annual meeting of the Association was held, and Mr. Palmer delivered the address to which reference has been made before. With the formal blessing of the Association on their efforts the committee proceeded to make final arrangements and fill in the outlines. On September 1st the six weeks of intensive advertising started.

Advertising has almost become an exact science, and as such requires specialists. The best advertising brains in the country have been called into consultation with the Association's committee. The best methods for reaching the public have been discussed. Ways of ensuring the co-operation of retailers have been studied. The committee have aimed at perfection in every detail.

"How can we bring the case for Canadian-made footwear to every shoe buyer

in Canada?" has been the guiding question. First, there are the daily newspapers; almost everyone in Canada reads at least one of them. Then there are the farm papers, with a large circulation among people whom it is most important to influence. Then there are weekly papers, trade and class publications, monthly, fortnightly and weekly magazines. The advertising is appearing in all these different classes of publications, which have a total circulation of over 3,000,000. There will be a certain amount of duplication, but that only serves to make a stronger impression. It is better that every one should see the same advertisement twice than that a few should see it once.

The Moving Picture.

Another advertising medium is the movies. Six copies of an educational film are going the rounds of the moving picture theatres. It shows the principal processes in the manufacture of leather and shoes from the steer's back to the human foot. Almost every one goes to the movies some time or other, and many are more effectively reached by a picture than by a printed advertisement. Even if the film does no more than teach the admirer of Theda Bara that a vamp is part of a shoe, something will have been accomplished.

Finally, there is the co-operation of retailers and the public. All along circulars and booklets have been sent out to the 11,000 shoe stores in the country. In this way dealers have been kept fully informed of all details as to the nature of the campaign. Copies of the advertisements to appear have been sent to them, and special advertisements have been prepared which they can run in local papers over their own signatures. Colored display signs and small window signs have been provided for use during the campaign. To secure the interest of the clerks a contest is being held. In each province a prize of twenty-five dollars is offered for the best essay on the subject of "How I Sell Made-in-Canada Shoes," while to the writer of the best of the nine prize-winning essays a further prize of one hundred dollars will be awarded.

Essay Contests

Another essay contest is also being held as a further stimulant to the general public's interest. This is open to all school children of Canada of sixteen and under, and the subject is "Why You Should Buy Canadian-Made Shoes." In each of the nine provinces ten prizes of two dollars each will be given, and an additional ten prizes of two dollars each will be given to those children who write in French. It is certain that wherever a child is writing for this contest his adult relatives are going to talk about the arguments for Canadian-made footwear.

There are some people who do not read advertisements. To catch their attention "readers" are being inserted in various Canadian publications. These give facts about the growth and development of the shoe industry, and tell why the advertising is being carried on. In all these ways the Canadian shoe industry is being kept prominently in the public eye.

Success of the Campaign

While this is being written the campaign is still in progress, and it is too early to estimate accurately how far it has been successful. One point has been gained, however. The Canadian people are taking notice of the advertisements. The retailers are co-operating, and entries for the essay contest are pouring in.

The whole task may not be accomplished by six weeks' advertising, but with that



An Appeal to National Pride

This advertisement of the Shoe Manufacturers Association is designed ts convert those people who underrate Canadian products.



J. E. Warrington
The John Ritchie Company, Limited

as a foundation the work that remains to be done will be easier. On this point Mr. Palmer said in his Quebec speech:—

"One season of this kind of advertising may not be sufficient—it may be necessary for us to carry on this work for several years or several seasons; but where we have the true facts concerning this matter so overwhelmingly in our favor, it is our duty and also our great privilege at this time to make these known to the Canadian consumer. I am quite satisfied that the present misapprehension that exists in the minds of a great many Canadians with regard to Canadian shoes as compared with foreign shoes would disappear if the true facts were known to them."



G. A. Blachford
The Blachford Manufacturing Co., Limited

The prospects of success are favorable In the first place the case of the shoe manufacturers is backed up by the truth. Secondly, the strategic time has been chosen for the campaign. At this time of year most people are buying boots and shoes. When they have had Canadian-made articles brought to their attention in every newspaper, and go to a shop that is making a Made-in-Canada display, they are reasonably certain to give Canadian shoes a trial. In the third place the excellent character of the advertising should bring proportionate results. Two sample advertisements are reproduced here. One is a direct appeal to support the 22,000 Canadians who are engaged in the manufacture of shoes. The other, "The Too Modest Canadian," is a challenge to the national intelligence and pride. It asks the man "who praises with enthusiastic tone every century but this, and every country but his own" why his fellow-citizens are not just as good workmen as any foreigners; and he must admit that there is no logical reason for refusing to buy or for belittling the quality of Canadian-made shoes.

The Shoe Manufacturers Association of Canada have set an example that other groups of manufacturers might well follow. So long as people are allowed to remain in ignorance of the quality of Canadian-made goods they will continue to buy those of which they hear the most, which in many cases are imported. When they are made to think they will cease to be apathetic, and may become strong partisans of the view to which they are converted. The general Made-in-Canada advertising serves a useful purpose, but people will respond more readily when something tangible is brought before them. And, when one group of manufacturers have accomplished their design, another group will find a similar task easier. For blazing the trail the thanks of all industries are due to the Shoe Manufacturers Association of Canada.

Proposed Increase in Express Rates of 40 Per Cent.

ON Sept. 2nd and 3rd in Toronto, F. H. Phippen, on behalf of the Express Traffic Association, submitted the case of the express companies for a general increase in their rates of 40 per cent. A number of the exhibits were filed by the Dominion and Canadian Express Companies, but up to the time of the adjournment the Canadian National Express Company had not filed any evidence, although it was intimated that possibly they might become a party to the application. The evidence submitted and statements filed were to some extent similar to the freight rates case. That is, the actual figures for certain periods of recent date were taken as a measure and a full year worked out therefrom.

The Dominion Express Company admitted that they wanted a return of somewhere near 15 per cent. to 20 per cent. on their capital, which is stated as $2,000,000. They also admitted that the application was in part to compensate them for the contemplated increase in freight rates. It is well known the Dominion Express Company's contract with the Canadian Pacific Railway is one and a half times the first-class freight rate so that any change in freight rates would necessarily be reflected in their expenses.

In connection with this feature it might be well to point out that Mr. Phippen laid great stress upon the fact that he considered the judgment of the Board, in the former express rates case, had established the reasonableness of the basis of payment between the express companies and the railroad companies as one and a half times the first-class freight rate.

Hearings are now being held throughout the West, principally for the purpose of hearing evidence. Cross examination and argument will take place in Ottawa possibly early in November.

On October 7th, the Cabinet handed down its judgment in the freight rates case. The main feature of the decision of the Government is that the new rates stand. Something may possibly be done to spread over a large period the higher rates that apply from now to January 1, 1921, but this is only a suggestion. The Government recommends an inquiry by the Board of Railway Commissioners with a view to the ultimate equalization of eastern and western rates. The order is referred back to be corrected in its findings "in such manner or to determine what are fair and reasonable rates without taking into account at all, for the time the order shall be in effect, the requirements of the Canadian National System."

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

More Changes in Association Offices

Owing to the rapid expansion in the work of the Association, it has been necessary to effect some changes in the arrangement of the offices at headquarters in Toronto. The insurance department (Willis Faber & Co., of Ontario, Limited), have vacated the suite of offices occupied by them on the fourteenth floor of the Bank of Hamilton Building, and are now occupying larger premises on the ground floor of the Board of Trade Building. The space hitherto occupied by them has been taken over by the General Manager and the Legal Department. Mr. Walsh now occupies the private office at the northwest corner of the fourteenth floor, with Mr. H. Macdonald, secretary, and Mr. H. Macdonnell, assistant secretary, of the Legal Department, in the private offices adjoining. Mr. Walsh's former office has been taken over by Mr. J. T. Stirrett, general secretary; Mr. J. M. McIntosh, manager of the Trade Section Department succeeds to Mr. Stirrett's office; Mr. J. R. K. Bristol, manager of the Tariff Department, takes Mr. McIntosh's former office, and Mr. S. B. Brown, assistant manager of the Transportation Department, has moved into Mr. Bristol's old office. These changes are the result of an increase in staff which has taken place in the last few months.

Two Travelling Secretaries Have Been Appointed

In line with the policy of the Association to make its services of more and more value to the membership at large, two travelling secretaries have been appointed, whose duties it will be to visit the members throughout the country and form a connecting link between them and the various departments at headquarters. Their appointment marks a forward step in the work of the Association which should prove to be of great advantage.

Louis Loranger has been assigned to the position of travelling secretary and assistant secretary for the Quebec Division, with headquarters in Montreal. Mr. Loranger is a veteran of the Great War, and is a son of Judge L. J. Loranger. He will divide his time and energies between the various important industrial centres of Quebec.

O. C. Pease, who has been appointed to a similar position for the Ontario Division, is also a war veteran. He is already well known to many manufacturers in Canada through his activities as Canadian agent for the Canadian Export Industries Exhibition held in London this spring. Prior to that Mr. Pease was Canadian representative of the Canadian Export Pioneer of London, with headquarters in Toronto. His experience fits him admirably for the new work he has undertaken.

Association Officials at Tariff Inquiry

The Association has been well represented at the hearings of the Tariff Commission in Western Canada. The president, Mr. J. S. McKinnon, went to Winnipeg to present in person the statement of the Association's case, which had been prepared for the occasion. He was accompanied by Mr. J. E. Walsh, general manager; Mr. J. T. Stirrett, general secretary, and Mr. J. R. K. Bristol, manager of the Tariff Department. Mr. McKinnon returned east immediately after submitting the statement; Mr. Walsh remained until the conclusion of the Winnipeg session; Messrs. Stirrett and Bristol proceeded further west to attend the other sessions of the Commission, and will be in close attendance on the proceedings until the inquiry is over.

At Winnipeg, Mr. D. J. Dyson, chairman of the Prairie Division, took an active part in presenting the manufacturers' case before the commission, and quite a large number of members of the Division's executive and members of the Association were present to support him. Mr. G. E. Carpenter, secretary of the Division, was of course active in organizing for the hearings.

At Vancouver, the Association's case was introduced by Mr. J. B. Thomson, chairman of the B.C. Division, and here again the Association's members on the coast took a prominent part in the proceedings. Mr. Hugh Dalton the B.C. secretary, was in charge of local organization.

Ontario Division Heard Safety Address

A forceful address on the safety movement in industry was delivered at a luncheon of the Ontario Division, held at the King Edward Hotel, Toronto, on September 22, by Mr. R. M. Little, Director of the Safety Institute of America, New York City. Mr. Little was introduced by Mr. W. C. Coulter, vice-chairman of the Division, who presided at the luncheon. There were three reasons why the industrial safety movement merited the support of manufacturers, declared Mr. Little. In the first place, it was economic. It tended to conserve life, reduce accidents and loss of time from accidents and promote greater efficiency in the factory. Attention to it meant an appreciable saving in dollars and cents. In the second place, it was humanitarian, aiming to reduce the pain and distress occasioned by accidents. In the third place it was ethical and right.

Tracing the history of the movement Mr. Little explained that several of the large industrial corporations in the United States had begun to introduce mechanical devices for lessening accidents many years ago and these had reduced the number of serious accidents but not the frequency of accidents. It was not until educational campaigns were started that results became apparent. The formation of safety councils, the employment of safety engineers, the holding of meetings, the distribution of literature, the inauguration of competitions, all these

were necessary to make the work effective and to-day wonderful results are being obtained.

Mr. Little dealt specifically with safety work in several industries and told how the spirit of emulation between factory and factory and department and department was bearing fruit. He referred to the picnics now being held by large industries at which the safety idea was never lost sight of. It was perhaps the one subject on which there could be no difference of opinion between employer and employee, and he believed that the formation of safety councils was a great step in the direction of establishing good relations between management and men. He concluded with an appeal to his hearers to get behind the safety movement.

A vote of thanks to Mr. Little was proposed by Mr. J. S. McKinnon, president of the Association, and seconded by Mr. P. W. Ellis.

Investigating Minimum Wages in Alberta

A series of public meetings has been held recently in Alberta by the advisory committee appointed by the provincial government to inquire into and determine what shall be the minimum wages paid in the province.

The committee consists of J. N. McLeod, chief factory inspector, who is chairman; H. Milton Martin, Edmonton, nominated by the Canadian Manufacturers' Association; J. A. Gaetz, Red Deer, nominated by the Retail Merchants' Association; Robert McCreath, Edmonton, and Walter Smitten, Calgary, nominated by the Trades and Labor Council. Mrs. Margaret Lewis, factory inspector, is secretary.

The inquiry opened in Medicine Hat, and meetings have also been held in Lethbridge, Calgary and Edmonton, the latter concluding on October 14.

The work of the committee explicitly is to investigate and determine what shall be paid as a minimum wage to any person under the age of eighteen years and to any female person to which the Factory Act applies, and also the number of hours per day per week during which any person shall be required to work in any place within the Act, and also to determine what number or proportion of the employees in any shop or factory, office or office building may be apprentices. At the close of its inquiry the committee is to present its recommendations to the Lieutenant-Governor-in-Council. The committee is empowered to enforce the attendance of witnesses, to examine them under oath, affirmation or otherwise, and to compel the production of such documents and things as may be necessary.

In connection with the inquiry a brief was prepared by the Prairie Division showing wherein the present Factories Act of Alberta is unfair to the manufacturers in that it imposes burdens and restrictions which do not govern in any other province in Canada and goes much further than anything proposed by organized labor either at the Canadian National Labor Conference or the International Labor Conference. An urgent plea was also made for uniform labor legislation.

New Elevator Regulations for Manitoba

A general meeting of members of the Winnipeg Branch of the Association were called for October 5 for the purpose of discussing the regulations drawn up by the Elevator Board for the operation of freight and passenger elevators. The members of the Board were expected to attend the meeting. Formerly the Elevator Act only applied to passenger elevators. Now it is proposed that all operators of freight elevators shall be licensed at a fee of 25 cents. It is also proposed that inspections of elevators shall be made only by the inspectors of the Board, in place of as at present by both insurance inspectors and inspectors of the bureau. Regulations are also provided for equipment and operation of freight as well as passenger elevators.

Association Represented at Meeting in Montreal

The Association was represented by Mayor Beaubien, of Outremont, at a meeting of various business organizations held on September 28, in the Board of Trade Building, Montreal, to consider plans for securing a new bridge across the St. Lawrence River. As a result of the meeting a representative committee was appointed, charged with the task of preparing evidence and facts with regard to the necessity of the construction of a bridge as soon as possible; to secure all the data possible with regard to the present situation and future needs and to present them to the Harbor Board, with a view to preparing a case to be ultimately submitted to the Government.

Mayor Beaubien argued that the Harbor Commission had power to build a new bridge, with an advance by the Dominion Government, interest to be paid from the income. He advocated immediate steps to impress upon the Harbor Commission the necessity of building a new bridge in this way, with two roadways, one for slow and the other for fast traffic, and accommodation for railway traffic, etc. Such a bridge would have to be about 175 feet wide, and would cost at present rates, about $10,000,000.

Power Situation in Ontario is Discussed

At a special meeting of the Ontario Division, held at the King Edward Hotel, Toronto, on Wednesday, September 22, the hydro-electric power situation came up for discussion. A summary of proceedings since the holding of the annual meeting of the Division on April 29 was presented by the secretary, H. Macdonald. It repeated the resolution on the subject passed at that date,—

"1. That the Hydro Commission be urged to leave no stone unturned to meet the pressing need that so many industries feel of larger and surer supply of power.

"2. That before new radial enterprises calling for the use of large quantities of power be entered upon, all existing contracts for power be fulfilled.

"3. That an appeal be made to the Ontario Government of a Royal Commission to investigate the whole power situation so that the industries of the Province may not be further impeded.

"4. That the Toronto Hydro Commission be urged to consider the advisability of establishing one or more auxiliary steam plants."

Position of the Commission.

The position of the Hydro-Electric Power Commission, as outlined to the deputation which waited upon it on May 4, was next referred to.

1. The Commission, unlike a private owner, has not a free hand in disposing of the power which it has for sale.

2. Shortage last winter was partly due to ice troubles experienced by the Canadian Niagara Power Company which supplies Hydro with 60,000 h.p.

3. Hydro Commission has done everything possible to secure maximum supply, for example:—

(a) September, 1915, secured 60,000 h.p. from the Canadian Niagara Company.

(b) Spring of 1917, acquired Ontario Power Company.

(c) Projected Chippewa - Queenston scheme to develop 275,000 h.p.

(d) Secured 10,000 h.p. from Cedar Rapids in Eastern Ontario.

4. 60,000 h.p. auxiliary steam plant project was already being investigated, the chief difficulties being scarcity and dearness of coal, length of time required to complete, and high cost of power so generated.

5. Of new radial railways already taken over or to be taken over, the only one which would require Hydro power was the Toronto Eastern, which would be supplied, not from the Niagara system, but from Central Ontario System.

6. The Commission was endeavoring to secure privately-owned block of 20,000 h.p.

7. The opinion was expressed by the Commission that owing to the power situation, Ontario was not a good place at the present time for new industries to locate.

8. Individual manufacturers requiring further power for the immediate future must look out for themselves.

9. It was agreed that night shifts in large factories would help considerably to ease the situation next winter.

Recent Developments

Since the conference in May, the following developments have taken place,—

1. Steam plant project definitely abandoned for the following reasons:—
(a) Prohibitive cost.
(b) Before it could be finished, the Chippewa Canal scheme (Ont., 1921) will be delivering power.

2. Royal Commission appointed to investigate and report on the entire Hydro radial scheme, including incidentally its relation to the power needs of industry.

The following recommendations were finally submitted—

1. That the Government be urged to investigate the following possible sources of power and to remove any obstacles there might be to their full development.
(a) 25,000 h.p. additional which the Toronto Niagara Power Company are able to develop.
(b) 18,000 h.p. which the Toronto Niagara Co. are now exporting to the United States under contracts which expire in October, 1920.
(c) 30,000 h.p. by a steam plant now lying idle in Toronto.

2. That the Ontario Division do its utmost to secure the acceptance by the Government of the principle that the power needs of industry should be satisfied before any new radial railway enterprises involving the use of large amounts of power are embarked on.

Mr. Ellis' Explanation

Mr. P. W. Ellis, chairman of the Toronto Hydro-Electric Power Commission, was invited to address the meeting and explain just how matters stood with regard to the supply of power. In the course of a clear and convincing statement, he hade it plain that Sir Adam Beck and the Ontario Hydro-Electric Power Commission were doing all in their power to meet the difficulties confronting them. Tracing the history of power development at Niagara Falls, Mr. Ellis explained that, when the first power plants were built, no one had any conception of the way in which the demand for power would increase within a comparatively few years. It had exceeded all estimates and the war had greatly aggravated the situation.

Interruptions in power during the winter months were the result of conditions of wind and weather, over which the Commission could exercise no control. They were doing all that could humanly be done to prevent these stoppages and to minimize their effect, but until the Queenston-Chippewa system was completed, there would always be this difficulty. He urged his hearers to take steps to cope with power shortage this coming winter and to devise means whereby there would be as little interruption as possible to business.

Referring to the 25,000 h.p. additional which the Toronto Niagara Power Co. might possibly develop, Mr. Ellis said the question of the rights of this company to develop this extra power was now in the courts. He hinted that the negotiations by the Ontario Hydro-Electric Power Commission to secure this and other systems might be concluded favorably at any time, and in that event the additional power would soon be available. In the meantime he trusted that all their difficulties would be over in the fall of 1921, when power from the Queenston-Chippewa system should begin to be available.

Mr. Couzens' Proposals

H. H. Couzens, general manager of the Toronto Hydro-Electric System, who was also present, explained what could be done by manufacturers and consumers generally to conserve power during the winter months and intimated that an advertising campaign having this in view would shortly be undertaken.

A resolution thanking Sir Adam Beck, Mr. Ellis, Mr. Wright and Mr. Couzens for their courtesy towards the Association and assuring them of the confidence of the members in the Commission, and desire to co-operate with them in any policies they might devise to relieve the power shortage, was passed. Also a resolution continuing the special committee on hydro-electric power in office was approved.

Express on Acids, Inflammables, etc.

The Transportation Department has received a copy of regulations for the tansportation by express of acids, inflammables, oxidizing substances, samples of explosives, and so forth, issued by the Express Traffic Association of Canada, Montreal, effective on November 1st, 1920, in accordance with General Order of the Board of Railway Commissioners No. 296, dated May 15, 1920. Members who have occasion to ship by express any of the various articles listed in this tariff of regulations may secure a copy direct from C. N. Ham, Secretary, Express Traffic Association, 95 McGill Street, Montreal. The articles provided for are similar to those in the freight regulations.

Minimum Wage Board Nominees

Pursuant to the recommendation of the Executive Committee of the Ontario Division, a meeting of employers of female labor in the province was held in the Association's offices, Toronto, on September 16, for the purpose of nominating representatives on the new Ontario Minimum Wage Board. The chair was taken by I. J. H. Heath, Toronto Carpet Mfg. Co., Limited. It was explained by the secretary, H. Macdonald, that the Minister of Labor, Hon. Mr. Rollo, had requested the Association to name several possible representatives on the Board, which was to consist of five members. After some discussion of the measure itself and its purposes, it was decided to recommend as chairman of the board, Prof. J. W. Macmillan, of Victoria University, Toronto, who had previously acted as chairman of the Manitoba Minimum Wage Board. Other names recommended as members were those of W. H. Shapley, Sterling Actions & Keys; C. J. Macfarlane, Canadian General Electric Co.; R. A. Stapells, McElroy Mfg. Co.; Mrs. H. D. Warren, Mrs. J. R. Shaw, and Mrs. S. R. Parsons.

The Ontario Minimum Wage Act was to take effect on October 1. The main feature of the act is that the board—which is composed of five members, including two women—is, in case of complaint, to convoke a conference of representatives of the two sides, and appoint an independent chairman who will sit as a referee with no deciding vote of any kind. The chairman's function will be simply to try to bring the two sides together. In case of failure to reach a unanimous settlement, the chairman of the conference will forward to the board the majority report, the dissenting members having the right to make a separate minority report. Upon the receipt of the report or reports, the board may either itself fix a minimum wage or refer the matter back to the same or a new conference for further consideration. The important thing, of course, is that the board will interfere only if and when the conference or conferences fail to reach an agreement.

The Ontario Act, it should be noted, applies only to the wages of female workers, other than domestic servants and women employed on farms. It does not apply, as does the Manitoba Act, to hours and conditions of work, nor to male minors.

Tariff Department Bulletin

Important Announcements Regarding Tariff Matters Including Change in Regulations re Drawback Claims

ON September 29th the Tariff Department sent out a circular, No. 275, directing attention to the recent change in the Cutsoms regulations, effective December 31st next, relative to drawback claims covering exported goods. The Department of Customs states that no drawback claim submitted after the 31st of December next, as covering exported goods, will be approved for payment unless the claim is filed with the proper Customs officer within six months of the date of the last export entry covered by the claim; also, it is required that the claim shall only cover goods exported during the period of one year. Of course, there is no objection whatever to the claim covering a shorter period.

Firms engaged in export trade are particularly requested to note this change in the Customs regulations. Further copies of the circular may be obtained on request, as well as any other information relating to drawbacks, by application to the Tariff Department.

Drawback on Steel Bars Used in the Manufacture of Steel Sheets

New regulations established by order-in-council were issued by the Department of Customs on the 18th September (vide Memorandum 2418-B), providing for drawback of 99 per cent. of the duty paid on imported steel bars used, after the 31st of August, 1920, and before the 1st of August, 1921, in the manufacture of steel sheets number fourteen gauge and thinner.

Drawback on Silk Cloth in the Gum.

New Regulations established by order-in-council were issued by the Department of Customs on the 18th September, (vide Memorandum 2417-B), providing for a drawback of 50 per cent. on imported silk cloth in the gum, not boiled off or bleached, measuring not less than 20 inches in width, when dyed or finished in Canada, after the 31st of August, 1920, and before the end of the next session of Parliament.

Board of Customs' Decisions.

Dried prunes, unpitted, in hermetically sealed tin cans, when not containing sugar, syrup or other preservatives, declared to be dutiable under tariff item 99, at 2/3 cents per pound.

Declared that the term "metal glove fasteners" in tariff item 671 is held to apply only to metal fasteners manufactured expressly for use on gloves. Garment and all other metal fasteners are held not to be entitled to entry under tariff item 671. Importations under this item are free of duty.

Benzol and solvent Naphtha declared to be dutiable under tariff item 271, at 2½ cents per gollon.

Declared that 10 per cent iridium platinum in sheets is entitled to entry under tariff item 363 (free).

Declared that stone developing tanks and films for X-ray apparatus for use in hospitals are entitled to entry under tariff item 466 (free).

Declared that removable automobile tops, designed to convert automobiles of open types to automobiles of closed types are not subject to the excise tax of 15 per cent. In effect from May 19th, 1920.

Departmental Rulings.

Ruled that the quantity of imported spirits on which excise tax is paid is to be determined in the same manner and in the same quantity as that on which Customs duty is paid.

Material, per sample, from the Refining Company, Omaha, Neb., known as Refinite and invoiced as ground clay, ruled to be dutiable under tariff item 282, at 22½ per cent.

Excise Tax Rulings

The following corrections should be noted to the rulings set forth in the Association's circular No. 266, dated the 10th July.

The ruling on page 7 re sales tax on raw hides and wool sold by farmers and butchers is cancelled. The Department has now ruled that the sales tax is not applicable to raw hides purchased by tanners and dealers from farmers or butchers selling exclusively by retail. Nor does the sales tax apply to raw furs when sold by traders, or to raw hides and raw furs when sold by storekeepers who sell exclusively by retail, nor to wool when sold by the farmer or retail storekeeper.

The second paragraph on page 10 re sand and gravel should be corrected to conform to a recent ruling of the Department of Customs and Inland Revenue, which states that while the sales tax applies on all sand and gravel imported, it does not apply on domestic sand and gravel sold by the pit owner without processing or screening. The Department states that if the sand and gravel is processed or screened then the sales tax does apply.

The ruling contained in the fifth paragraph on page 10 of the circular should be amended by deleting the words "invoice forms used in invoicing his goods." The Department has ruled that where a firm purchases invoice forms, statements, etc., from the manufacturer thereof, and these invoice forms are to be used in connection with his own business, the sales tax chargeable thereon is 2 per cent.

The Department has ruled that articles purchased for the use of any Provincial Government or any department thereof, are exempt from the sales tax.

Re cash discounts: The statement set forth on page 11 of circular 266, that "If the tax has in the meantime been paid to the Government credit may be taken on the next return, for the amount credited to the purchaser," has been qualified by the Department by the following statement: "Providing that such next return is made within sixty days of the payment of the tax upon the amount of discount allowed. If the adjustment of the tax paid on the amount of the discount cannot be made within the sixty days, such adjustment can only be made by application for refund to the Department."

Returned Goods.

On page 11 of circular 266, it is stated that where a vendor has paid to the Government the tax on goods, and the goods are subsequenty returned, he may take credit for the amount in question on his next return. The Department has issued a new ruling relative to this matter, which provides that where the tax has in the meantime been paid to the Government, the vendor may at the end of the ensuing quarter, each of which shall terminate on the last day of March, June, September and December, respectively, file application, supported by affidavit, for refund of the amounts repaid to customers during the currency of the quarter, in respect of returned goods, attaching thereon the receipted invoices of purchasers for the amount of tax repaid. When the claim papers have been examined and found correct, a cheque in settlement of the refund will be issued. The same procedure will be followed in respect of claims for refund where goods are returned and similar articles of less value are delivered in exchange.

On page 7 of circular 266 it is stated that the Department of Customs and Inland Revenue had ruled yeast to be exempt from the sales tax. This ruling was subsequently cancelled, and accordingly sales of yeast by manufacturers and wholesalers are subject to the sales tax.

MANUFACTURER EXPORTER

Refund of Customs Duties Paid

Have You Filed Your Claims for 1918, 1919 and 1920 to Date?

CUSTOMS DRAWBACK CLAIMS

The customs law and regulations provide for a drawback of 99 per cent. of the **CUSTOMS DUTIES PAID,** including **WAR TAX** and **SALES TAX,** on imported materials used, wrought into or attached to articles **EXPORTED.**

The drawback is payable whether you import the materials direct or purchase them duty paid from **OTHER IMPORTERS.**

The latest ruling of the Department of Customs is in effect that **CLAIMS FOR 1918, 1919 and 1920 MUST BE FILED WITH THE COLLECTOR OF CUSTOMS ON OR BEFORE DECEMBER 31st, 1920.**

PREPARATION OF CLAIMS

We specialize in the preparation of schedules and claims for firms in all parts of Canada.

We bring you an expert service gained from **NINE YEARS' EXPERIENCE WITH THE DEPARTMENT OF CUSTOMS.** We have taken over the claims of a large number of firms, thus relieving them of **ALL DETAIL WORK, ELIMINATING DELAY IN THE PREPARATION AND PAYMENT OF CLAIMS. WE ASSURE YOU FULL REFUNDS.**

OUR CHARGES are based on the amount of the claims and the work involved. Our accounts being payable at the time of **SETTLEMENT OF YOUR CLAIM** by the Department of Customs.

Reference to the list of firms for whom we are acting inspires confidence.

WE INVITE YOUR ENQUIRIES

MEWBURN & McHAFFIE

Customs Drawback Brokers

Hamilton, Ont.
Home Bank Bldg.

Montreal Office
813 New Birks Bldg.

Further Excise Tax Rulings

The rulings on page 11 of circular 266 under the headings, "Interlocking Concerns, Custom Work," "Manufacturers Performing Work for Others, Custom Work" and the first paragraph under the heading, "Fur Skin Dressers, Dyers and Dye Cleaners," are cancelled. Transactions which do not constitute a sale by a manufacturer or wholesaler or jobber, are not within the meaning of the Act. The Department of Inland Revenue has now ruled that the Sales Tax does not apply to custom work, where the only charge is for the labor of performing certain work, and the property in the goods remains that of the person or firm for whom the work is being done.

LICENSES: The Department of Customs and Inland Revenue advises that collectors of Inland Revenue are now prepared to receive applications for licenses. Full information as to the regulations governing the issue of licenses may be obtained from any collector or deputy collector of Inland Revenue and also from the Tariff Department of the Canadian Manufacturers Association.

Four classes of licenses are being issued, as follows:—

Sales Tax License:—To be taken out by manufacturers, wholesalers and jobbers who sell articles subject to the Sales Tax. Annual fee, $5.

Manufacturers' License:—To be taken out by persons, firms or corporations manufacturing and selling articles specified in sec. 19 BB, sub-sec. 4 of the Act. See pages 18 and 19 of circular 266 for sub-sec. 4. Annual fee, $2.

Note:—This license should not be confused with the sales tax license. Manufacturers required to take out a manufacturers' license will also be required to take out a sales tax license.

Jewellers' License:—To be taken out by persons, firms or ocrporations, and by the jewellery branch of a retail departmental store whose chief business is selling jewellery by retail. Annual fee, $2.

Retailers' License:—To be taken out by persons, firms or corporations who sell at retail articles specified in sec. 19 BB, sub-secs. 1, 2 and 3 of the Act. Annual fee, $2.

Re Wholesalers: The Department of Inland Revenue has ruled as follows:

If the wholesale branch of a firm transacting a wholesale and retail business is segregated from the retail branch and sales made by the said wholesale branch to the retail branch are charged at the same price as sold to other retailers, the wholesale branch is regarded as a wholesaler.

If a bona fide wholesaler selling to the retailer or consumer cannot segregate his retail from his wholesale business he may be regarded as a wholesaler upon condition that a sales tax of 1 per cent. is collected upon all his sales.

Value of Currency of Invoice

The Customs Department has issued a memorandum calling attention to the fact that the Customs Act requires all invoices to be made out in the currency of the country whence the goods are exported, or in the currency in which the goods are actually purchased, and that in computing the value for duty of such currency the rate thereof shall be such as has been ordered and proclaimed from time to time, and that such rate shall be based upon the actual value of the standard coins or currency of such country as compared with the standard dollar of Canada. For example, the value of the German gold mark, which is the standard coin of Germany, has been proclaimed at the rate of 23.8 cents, and the value of the French gold franc, which is the standard coin of France, has been proclaimed at the rate of 19.3 cents. By Act of Parliament the value of the British gold sovereign, which is the standard currency of Great Britain, has been fixed at $4.86 2/3.

The Department points out that the fair market value of the goods when sold for home consumption should always be shown in the terms of the standard coins of the currency of the country of export, whether this standard be gold or silver, and regardless of whether transactions in specie actually take place or not. If payments of specie have been suspended and the business of the country of export is carried on in a paper currency, the home market value of the goods exported may be shown in the terms of the paper currency, provided the value of the paper currency in relation to the standard coins be also shown. The governing value of the goods for duty purposes is the home market value in the terms of the standard currency of the country of export.

Invoices of shipments in which the fair market value as sold for home consumption is shown in terms of gold sovereigns in the case of Great Britain, gold francs in the case of France, or gold marks in the case of Germany, will be accepted by the Customs for entry purposes.

Where payments of specie have been suspended, and business in foreign countries is carried on in a paper currency, collectors of Customs have been instructed to accept invoices showing the home market value in terms of the paper currency, provided the relative value in gold is also shown, and the latter value in that event will be taken for Customs duty purposes. It is suggested that where goods are invoiced in paper currency the exporter should note at the top of each column the words "paper currency" as definitely establishing the fact that the amounts shown in the body of the invoice are in paper. The exporter should then endorse on the face of the invoice, and sign the same, a certificate giving the relative value of the paper currency to the gold.

Where duty has been paid, since the 22nd of July, 1920, the date of the Customs Memorandum, on invoices made out in paper currency, and which do not show the value in gold currency, refund will be made of any amount overpaid, provided the importer notifies the Customs of his intention to apply for refund, and obtains corrected invoices showing the fair market value of the goods in the standard currency, or with a certificate showing the relative value of the paper to the standard currency.

Application for Re-adjustment of Class Rates from Vancouver

The Association has filed an application with the Board of Railway Commissioners for a readjustment of the class rates applicable from Vancouver to points in British Columbia and the Prairie Provinces. The application contends that the tariffs of the railway companies filed effective on September 1st, 1914, contained rates which were not in accordance with the direction of the Board in its judgment on the Western Rates Case. The section of this judgment relied upon reads as follows:

"2. Pacific Termini.

Between Vancouver and New Westminster and points east thereof:

(*a*) To and from points in Pacific territory the rates to be readjusted in the same ratio that is described above for Port Arthur.

(*b*) To and from points in Prairie territory west of Fort William the maximum first-class rates to be those west of Canmore and Crow's Nest plus the Prairie Standard first-class rate difference between the actual mileage west of Canmore and Crow's Nest and the actual through mileage to or from the Prairie destination or shipping point, as the case may be."

The case was heard in Vancouver on October 12th, and the Vancouver Board of Trade and British Columbia Manufacturers Association joined in the application.



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HAMILTON, CANADA

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Secondary Clock

A MASTER CLOCK in the manager's office will control by electrical connections as many units as you desire to install. Starting and stopping time may be announced by means of a bell-ringing system.



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A SECONDARY CLOCK placed where the men can see it will keep them busy until the last minute without the loss of time resulting from frequent consulting of watches or "guesses" at the quitting hour.

AN ELECTRIC TIME STAMP is invaluable in any kind of manufacturing activity. Month, day, hour and minute may be indelibly stamped on letters, invoices, agreements, or any other business documents—establishing a record beyond dispute.



"In and Out" Time Recorder

AN "IN AND OUT" RECORDER gives to the employer at any time a complete printed time record of his workmen, ready for pay-roll totalling.

A COST RECORDER is the "First Aid" of the manufacturer in grappling with the three elements entering into the cost of his output — Labor, Materials, Overhead. Without consulting his foreman or even leaving his office he obtains an accurate record, enabling him to classify labor costs, both productive and non-productive.



Cost Recorder

Write to-day for our new printed matter

International Business Machines Co., Limited

300-350 Campbell Avenue, Toronto



Master Clock

INTERNATIONAL ELECTRIC TIME SYSTEMS

Need be Neither Costly nor Elaborate

WITH an International Electric Time-Keeping System, a small factory, without taxing its resources, is enabled to keep pace with the demands of modern business. Employers need not be frightened by the bogey of expense in obtaining equipment they cannot afford to be without.

They will Work for You in a Hundred Ways

Here is a Suggestion for a System :

1 Master Clock 1 "In and Out" Recorder
1 Secondary Clock 1 Cost Recorder
1 Time Stamp for Manager's Desk

Make your appropriation modest if you will. We will supply you a system to meet your needs.

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(Also manufacturers of Dayton Scales and Hollerith Electric Tabulators)

Synopsis of Proceedings Before the Tariff Commission

(*Continued from page 70.*)

L. E. Taylor, representing the Co-operative Seed Growers Association, Penticton, described the effort that was being made, with the assistance of government grants, to grow seeds for the use of Canadian farmers. He asked that a tariff of 10 per cent. general and 5 per cent. British preferential be placed on mangle, beet and carrot seeds, which are now imported free.

T. H. Riley, secretary of the Summerland Lumber Co., Summerland, a member of the Box Section of the B.C. Division of the C.M.A., showed that the box industry of the Okanagan District is entirely dependent upon the fruit growing industry.

Thos. Bulman, Ellison, B.C., speaking as a farmer, strongly supported a protective tariff.

W. F. Laidman, speaking again, but this time on behalf of the United Farmers of British Columbia, read a memorandum outlining the position of the latter organization. The memorandum endorsed the resolution passed by the B.C. Fruit Growers Association, requesting that the tariff be maintained on fruit. The United Farmers recommended the appointment of a Tariff Board, with farmer representation thereon.

NELSON.

September 30.—W. M. Cunliffe, Nelson Iron Works, Limited, Nelson, speaking on behalf of his own industry, asked that the tariff on his products remain unchanged.

I. R. Poole, secretary Mountain Lumber Manufacturers Association, read a statement asking for a duty of 25 per cent. on all lumber such as they produce that is now admitted free of duty, in addition to maintaining the present tariff as it stands in respect to those lines that are dutiable. Of their product 85 per cent. is rough lumber of the lower grade variety, the kind most in demand on the prairies. There was practically no demand for the remaining 15 per cent. of higher grade lumber on the prairies, and this was disposed of in the United States.

There are 45 mills in the Association, these being located east of the Cascade Range in the interior of British Columbia and in the southwestern part of Alberta. Among them they produce 90 per cent. of the lumber manufactured in this territory. Ten thousand men are employed by them in producing the lumber and manufacturing it for building purposes. During the winter employment is given as well to 2,000 prairie farmers and farm laborers. The total product last year was worth $8,250,000. Eighty per cent. of the cost of production went to labor. The product amounted to 315 million feet, which brought a revenue to the railway companies of $2,205,000.

The mills of Washington and Oregon, which sell 90 per cent. of the merchantable timber exported from the Pacific Coast, have immense quantities of low grade lumber on hand. This is not wanted abroad and in times of depression they are accustomed to sell this in Canada at very low prices in order to liquidate their banking obligations. Except for the exchange just now, this process would be going on at present. It happened in the years 1911-1914 and a number of mountain mills were forced to close as a result.

E. A. Staples, Otis-Staples Lumber Co., Jaffray, B.C., spoke in support of the general statement of the Association. He stated that practically all their machin-

(*Continued on page 99.*)

Altoona, Pa. Clarion, Pa. Morgantown, W. Va

W. H. BRADFORD & CO. INC.

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"From Wool to Worsted"
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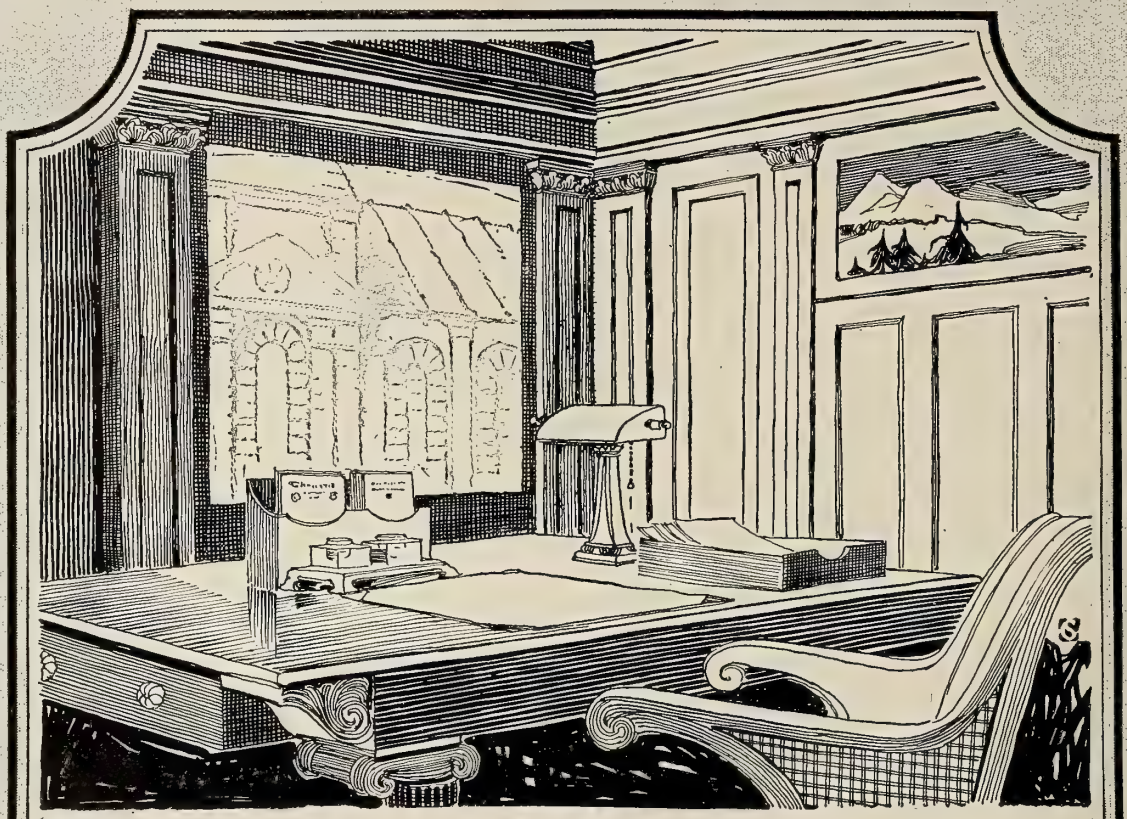
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SUPERFINE LINEN RECORD

LOOK FOR THIS WATERMARK

Your letterhead may pass through the mails, be handled by a dozen clerks, be filed, and refiled, and yet at the crucial moment, carry into a President's Office the suggestion of your Company's dignity and standing—if it be of Superfine Linen Record.

Awarded the Gold Medal, Antwerp, 1885; the Gold Medal, Chicago, 1893; and the Grand Prix, Paris, 1900.

The Rolland Paper Co., Limited, Montreal

HIGH-GRADE PAPER MAKERS SINCE 1882

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

Synopsis of Proceedings Before the Tariff Commission

(*Continued from page 96.*)

ery came from the United States and they paid more for it than their competitors across the line.

A. K. Leitch, manager East Kootenay Lumber Co., described to the Commission exactly the difference between the payments to labor before the war and now, and went on and explained where inefficiency exists now as compared with then, showing the Commission what this represented in dollars. Common labor obtainable before the war at $2.50 a day was now $6, with a work day of nine instead of ten hours. A pair of sawyers in 1914 produced 100 logs in a day, as against from 60 to 65 a day now. This was true of most laboring operations.

F. W. Adolph, Adolph Lumber Co., Baynes Creek, B.C., told the Commission frankly the financial condition of his own and other lumber companies. He stated that lumber sold by him for $39 f.o.b. mill, and paying a freight rate of $7 a thousand, was sold for $65 on the prairies.

F. A. Starkey, commissioner of the Associated Boards of Trade of Eastern British Columbia, endorsed the request of the Mountain Lumber Manufacturers Association.

J. J. Campbell, Willow Point Fruit Growers' Union, and E. Norman, secretary of the Kootenay Fruit Growers' Union, strongly endorsed the case which had been put before the Commission by the fruit growers at Vernon.

J. A. MacDonald, of the MacDonald Jam Co., Nelson, and Mayor of the city, speaking on behalf of his own industry, asked that the protective tariff on his products be maintained, pointing out that his industry bought all the fruit produced in the Nelson district.

W. H. Jones, Nelson, a printer, appearing for himself, complained that the prices charged by Canadian jobbers were too high in comparison with United States' prices.

Dates for British Industries Fairs Announced

Announcement is made that the British Industries Fairs, 1921, will be held concurrently in London and Birmingham from February 21 to March 4, and in Glasgow from February 28 to March 11. The three fairs, although held in different cities, are in reality only sections of one Fair and together constitute the greatest trade fair in the world.

The London Fair is directly organized by the Imperial Department of Overseas Trade on behalf of the British Board of Trade, while the fairs in Birmingham and Glasgow are organized by the municipalities of the respective cities under the auspices and with the support of the British Board of Trade. An important point in the organization of the three fairs is that they are held practically concurrently, and that each fair represents a specified group of industries. No industry is permitted to exhibit at two fairs, and consequently the buyer knows that at whichever fair he may be visiting he will find the whole range of exhibitors in any particular trade or trades. Further, by careful arrangement of the dates of the sections it is made easy for him to visit all three should he wish to do so.

The British Industries Fairs are not exhibitions. They are trade fairs, to which admittance is restricted to bona fide trade buyers seriously interested in the participating trades. Only British manufacturing firms are allowed to exhibit, and no exhibitor is permitted to exhibit goods other than those of his actual manufacture. The result is that buyers who visit the fair know that no articles shown on an exhibitor's stand can be purchased elsewhere in the fair. Exhibitors are also able to give proper attention to the buyer, and the buyer is able to do his business unhampered by crowds of sightseers.

The Association are in receipt of a letter from the Commercial Intelligence Branch of the Department of Trade and Commerce, enclosing a copy of a communication from Mr. Harrison Watson, Canadian Government Trade Commissioner in London about the British Industries Fair.

In his letter Mr. Watson states that he had been in touch with the Secretary of the Fair, and had expressed his willingness to attract the attention of possible Canadian exhibitors. On looking into the matter, however, it was found that while the management would be glad to include Canadian exhibitors, and is prepared to extend to them the same facilities extended to British manufacturers, so many applications have already been received that it would now be difficult to make room for any considerable number of Canadian exhibits. It has therefore been suggested that if Canada proposes to organize any special display it might be advantageous to defer it until the Fair of 1922.

As far as the 1921 Fair is concerned, if any Canadian exhibitors who wish to apply for space will do so immediately, every endeavor will be made to allot them space, provided any remains available when their application is received. Full particulars about arrangements, charges, etc., can be obtained from any of the British Trade Commissioners in Canada. Their names and addresses are:

Captain E. J. Edwards, H.M. Senior Trade Commissioner, 248 St. James Street, Montreal.

F. W. Field, H.M. Trade Commissioner, 260 Confederation Life Building, Toronto, Ontario.

L. B. Beale, H.M. Trade Commissioner, 610 Electric Railway Chambers, Winnipeg, Manitoba.

The following articles will be exhibited in London (February 21st to March 4th): —Fancy goods, including travelling requisites and tobacconists' sundries; leather for fancy goods, bookbinding and upholstery trades; brushware; paper, stationery and stationers' sundries; printing; toys, games and sports goods; cutlery, silverware and electro-plate; imitation jewellery and hard haberdashery; jewellery; watches and clocks; spectacle ware; scientific and optical instruments; glass and glassware; china and earthenware; drugs and druggists' sundries; furniture; basketware and cane furniture; musical instruments.

In Glasgow (February 28th to March 11th) the sections are:—Textiles of all descriptions; ready-made clothing, including hosiery; hats and caps; boots, shoes and gloves; carpet and upholstery materials; foodstuffs (prepared and preserved) and beverages; chemicals (light and heavy); domestic chemical products.

The Birmingham (February 21st to March 4th) sections are:—Brassfoundry of all kinds; hand tools and tools for use on machinery; hollow-ware; cooking and heating stoves; mechanical rubber goods; tubes and fittings of copper, lead, brass, steel, etc.; non-ferrous metals and alloys in all forms, such as ingots, sheets, rods, wire, etc.; metallic bedsteads; metal furniture for office, shop, garden and camp; sanitary metal ware and earthenware; architectural and ornamental metalwork; scales, balances, etc., and measuring appliances; general hardware of all descriptions, including nails, locks, domestic utensils, etc.; perambulators, mailcarts, pushcarts, etc.; firearms and

fishing tackle; machinery belting; cycles and motor cycles; accessories for cycles, motor cycles, cars and aeroplanes; paints, colours, varnishes, etc.; ropes (wire and fibre); saddlery and harness, and metal furniture for same.

Packing and Marking of Castings, Etc.

A bulletin has recently been issued by C. N. Ham, Secretary of the Express Traffic Association of Canada, covering suggestions regarding the packing and marking of castings, machine parts and such articles. The bulletin reads as follows:—

(*a*) When boxed, barreled, crated, or trussed, the name and address of the consignee should be marked on the box, barrel, crate, or board, by brush, stencil, or crayon. Tags should not be used on such shipments

(*b*) When not boxed, barreled, crated, or trussed, and there is sufficient smooth surface for the purpose, the address must be plainly marked on the article with durable paint.

(*c*) When not boxed, barreled, crated, trussed, or when not possible to mark as provided in preceding paragraph, shipments must be marked with not less than two wooden, leather, metal, cloth, rope stock or sulphite fibre-tag-board tags. Rope stock or sulphite fibre-tag board tags may be either wholly of sulphite or rope stock or a combination of both, must test not less than 14 point, have reinforced metal eyelets, and must be attached by wire not less than 23 gauge, or strong cord. Tags must be attached wherever possible to unexposed parts of the article in order that they may not become detached in handling.

(*d*) When tags are used for marking rods, shafting, bars, pipe, iron bed sides, automobile springs and other articles of like character, shipped singly or in bundles without packing, there must be two tags, conforming to specifications of paragraph "C," both tags securely attached to the article by wire not less than 23 gauge, or strong cord; one tag to be concealed by being bound to the article with a burlap covering, the latter securely fastened at each end.

(*e*) When metal articles are shipped in sacks, the address must be shown or tag conforming to the specifications in paragraph *c*, attached either by wire or strong cord, and an additional tag bearing the same address must be enclosed in the sack. Sacks of metal articles must not exceed 50 lbs. in weight.

Railway Board Grants Increase of Rates

On September 6, the Board of Railway Commissioners issued their judgment on the application of the railway companies for a rate increase. This gave an increase in rates along the following lines: Until December 31, 1920, a general increase of 40 per cent. in eastern freight rates and 35 per cent. in western freight rates, with 20 per cent. both east and west in passenger fares, which, however, should not exceed 4 cents per mile, 50 per cent. in sleeping and parlor car rates and 20 per cent. on excess baggage. Commencing January 1 next and until there is another revision of rates, there is to be a reduction on freight to 35 per cent. in eastern territory and to 30 per cent. in western territory, with 10 per cent. reduction in passenger fares up to July 1, 1921, when passenger fares are to come back to the basis in effect prior to the coming into force of the judgment; but continuing the full increase in parlor and sleeping car rates and excess baggage.

On September 28, the Government heard an appeal from various interests against the judgment of the Board of Railway Commissioners. There appeared before the Cabinet, Hugh Blain, Toronto, representing the wholesale grocers; H. J. Symington, Winnipeg, representing the Government of Manitoba; G. R. Geary, K.C., representing the City of Toronto; D'Arcy Scott, counsel for the Saskatchewan Government, and A. C. McMaster, representing the Toronto Board of Trade.



Tendered a Dinner

Toronto Manufacturers Entertain Their Distributors at an Enjoyable Function

On September 17, Crouse-Hinds Co., of Canada, Limited, and Harvey Hubbell Co., of Canada, Limited, gave a dinner at the King Edward Hotel, Toronto, to their Toronto distributors. The guests included representatives of Benjamin Electric Mfg. Co. of Canada, Limited; Canadian Electrical Supply Jobbers' Association; Central Electric Supply Co., Limited; the Duncan Electrical Co., Limited; the Masco Co., Limited; McDonald & Willson, Limited; Monarch Electric Co., Limited; Northern Electric Co., Limited; Rogers Electric Co., Limited.

Cords and Pulleys

Aero Manufacturing Company, Limited, Are Established at Sherbrooke and Lennoxville, Quebec

The Aero Manufacturing Company, Limited, with offices at Sherbrooke and factory at Lennoxville, Quebec, are a firm incorporated under a Dominion charter with a capitalization of $75,000. Their products are cords, pulleys and similar articles of the "Aero Brand," including Aero clothes line pulleys, for the manufacture of which they have a complete wood-working and wire-bending equipment.

The Lennoxville plant has a personnel of some fifteen employees and is equipped with twenty-four braiding machines with a maximum yearly production of some $300,000 in value. E. M. Adams, Jr., is president and general manager of the company. The other principal officers are: G. R Brackett, vice-president; J. M. Phelan, secretary, and G. K. Scott, treasurer. The company are successors to the Le Baron Manufacturing Company.

Why a Cost System?

Several Reasons Why Manufacturers Should Introduce Systems in Their Industries

In a bulletin just issued under the title, "What a Cost System Should Do for You," the Fabricated Production Department of the Chamber of Commerce of the United States calls attention to the purpose and value of cost accounting.

"Accurate information regarding the various elements which go to make up costs," says the bulletin, "automatically eliminates arbitrary empirical or guess costs which prevail to a surprising degree among many manufacturers. Cost keeping brings to light inefficiencies in system by calling to attention the cost of its operation and points out equipment that has become inadequate, by showing an excessive cost of product coming therefrom; it points out employees who are below the standard required, and permits of performances being kept within certain limits by watching the accumulation of costs.

Increased production depends largely on the intimate knowledge the management has of all elements in their manufacturing operations which can only be supplied through an adequate cost system. It enables them to establish proper control and increase output as warranted by the cost record.

"In many plants considerable sums of money are spent to establish a standard practice of operation. From time to time certain variations from the established standard practice occur, affecting costs in an adverse way. Timely cost reports showing what is happening, rather than what has happened, suggest immediate correction of such inefficiencies. It is not sufficient that executives know that expenditures are excessive; they should be supplied with information to show exactly where these excessive expenditures occur and take action. Definite responsibility for expenditure as the authority to make the expenditure should be fixed by an adequate system of cost accounting."

The bulletin takes occasion to say that part of the work of the Fabricated Production Department will be to assist organizations in obtaining for the industries they represent cost systems as practicable and as simple and uniform as possible.

"We shall not either devise or install cost systems," it says, "but by co-operative study of each situation, aided by the contributed experience of trade organizations and expert knowledge of the subject, help those who are disposed to help themselves."

At the annual meeting of the Canada Bread Company, Limited, held at the head office in Toronto on September 28th, D. O. Ellis, of Toronto, and A. A. Ryley, of Winnipeg, were added to the board of directors, replacing H. C. Tomlin and George Weston, who retired.

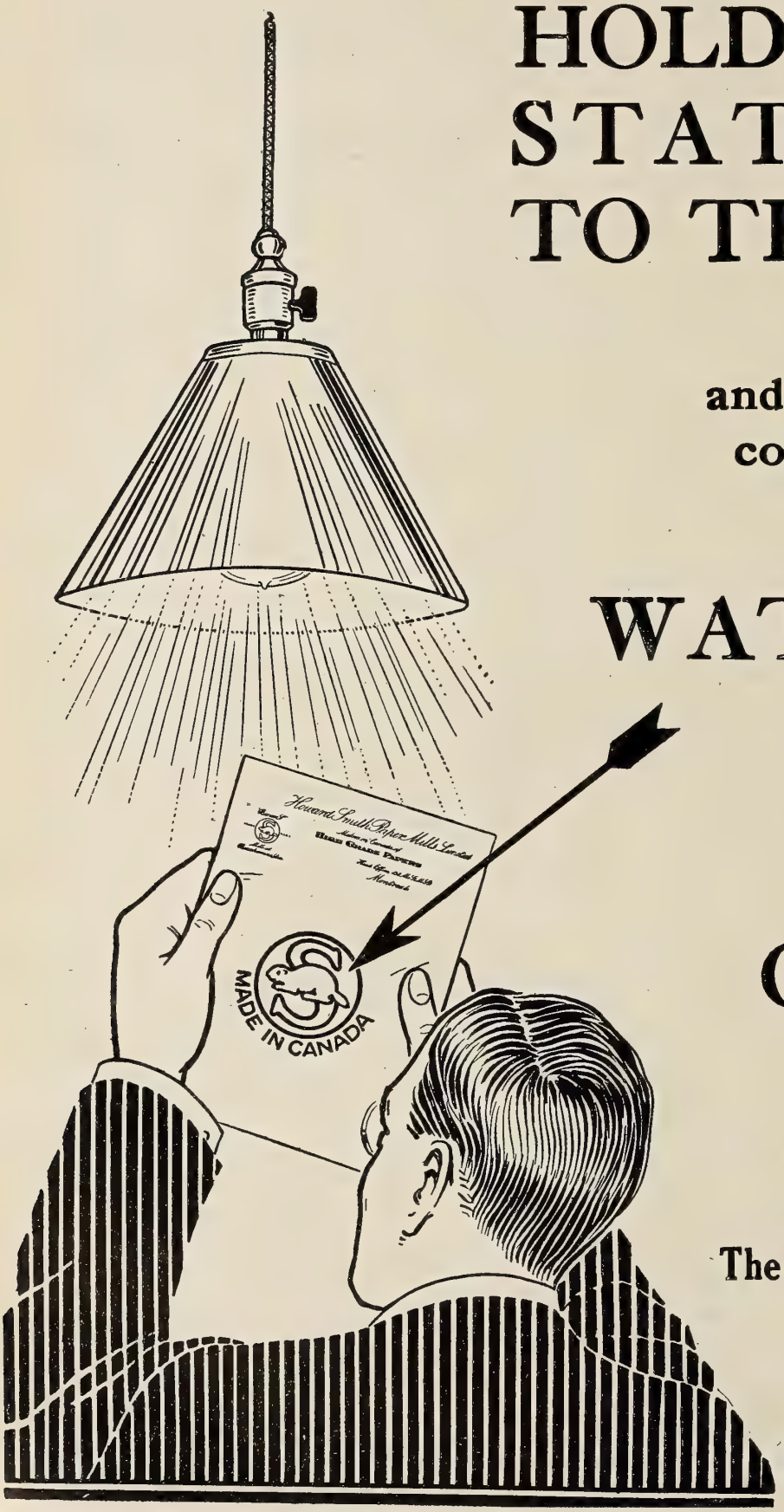
The Nova Scotia Steel & Coal Company has launched its seventh vessel, and engineers who have had an opportunity of inspecting it state that it is the best steamer of its kind which has been launched on the Atlantic coast since the inauguration of the steel ship-building industry in Nova Scotia. The *Volunda* is a steamer of about 2,800 tons deadweight capacity, with the following dimensions: length 280 ft. 3 ins., breadth 38 ft. and depth 20 ft. 6 ins.

Immigration to Canada is increasing rapidly according to a statement issued by Hon. J. A. Calder, Minister of Immigration and Colonization. During the month of June the increase over the same month last year amounted to 109 per cent., while for the three months of April, May and June, 68 per cent. increase is shown over the same three months of 1919. Of the 49,242 immigrants who entered Canada in the three months named, 28,487 were British, 16,397 were from the United States, and 4,358 from other countries.

The Federal Government has approved the Manitoba Government's highway programme, the construction of which will take four years to complete, involving an expenditure of more than four million dollars, of which the Dominion authorities will pay $1,600,000. One is a gravel highway to Lake Winnipeg, 45 miles long, to be completed this year. Others are Winnipeg to Rainy River, Winnipeg to Emerson, Winnipeg to Reston, through Portage La Prairie and Brandon to Elkhorn, and one through Minnedosa to connect with the Saskatchewan system at Russel.

Owing to the exportation of pulp overseas, the demand has increased 75 per cent., according to Dr. E. L. M. Dechene Deputy Minister of Lands and Forests for Quebec. "An attempt is being made," he states, "to substitute jackpine for spruce in the manufacture of paper, as millions of tons of the former are available in the Province of Quebec." Other observations of Dr. Dechene are that there is not likely to be any decrease in the price of wood pulp for three years; and that three million new trees will be planted in Quebec this year. It is the aim to plant two trees for every one cut down.

HOLD UP YOUR STATIONERY TO THE LIGHT



and see that it contains this

WATERMARK

It is your guarantee for

QUALITY

-Made-in-Canada—

BY

The Howard Smith Paper Mills
LIMITED

138 McGill St., MONTREAL

MILLS AT

BEAUHARNOIS, QUE. and
CRABTREE MILLS, QUE.

OFFICE AND FINANCE

Giving the Office a Personality

**Functions of the Courtesy Department in a Modern Office—
The Reception Clerk as a Business-getter--Personality Pays**

By ALAN M. IRWIN

"He's busy."

"Sure," in reply to your question, "you can wait there."

How often have you heard those words issue from the gum-chewing mouth of the combination P.B.X. operator and enquiry clerk? How often has your estimation of Black's office dropped in response? "Too often!" will probably be your answer.

Not an Impressive Reception.

That sort of reception does not impress one with the personality of Black's, and no matter how cordial your reception when you meet the executive, the memory of the enquiry desk will haunt you.

A story is told of a brilliant young idler who wished to marry the daughter of a Captain of Industry and who approached her father in the following manner:

"A job? No, I haven't, but look here—I've a good appearance, pleasant manner and genial disposition—you hire me to meet your customers, keep them happy and all that sort of thing, don't you know."

"Not me, I've just employed five men to insult the customers."



A Comfortable Reception Room

Perhaps he had so much business that he wanted to keep it away—all the more reason for a courteous, pleasant personality to meet the disappointed customers. Any clerk can turn away business. The type mentioned above does it all the time. That, unfortunately, is only too easy. What is needed is someone whose manner is a business-getter, who creates an atmosphere of welcome, whether to your banker, your biggest customer or to the man who wants to sell you something.

It is a dispiriting thing to have to sit on a hard bench, with your feet in the way of every passer-by, facing a counter, while you wait what seems an age for your man to see you.

Yet this type of reception is distressingly common. So common in fact that if it were not for the name on the door, it would be a hard task to distinguish Black's office from White's.

Office Personality.

Imagine in the place of that gloomy picture, a bright, tastefully-fitted office—an office where you are greeted by a cheerful enquiry clerk, who rises to greet you as you approach with "Good morning, sir."

Of course, you like it; he's human; the office seems human. In this case the executive you wish to see is engaged, but instead of kicking your heels in front of this counter, and involuntarily overhearing Miss Jones tell her sister (over her employer's telephone) what she is going to wear to the dance, you are shown into a pleasant waiting-room.

Here, magazines, trade papers and the dailies are to hand. You may forget the time you have to spend waiting. You realize that this firm by the quiet dignity of its appointments is one that pays attention to the finer side of business—that it is not so immersed in "Dollaritis" that it cannot receive you in the same manner that you receive your friends at your home.

Is there not a difference? It is not hard to say to which house you will give business.

An example of the infusion of personality in the office is shown in the accompanying illustration of the reception room of the Salada Tea Company. The president of this firm is a collector of curios, which the reader will note, are all from the Orient. The tasteful placing of beautiful rugs, inlaid tables and idols in and around the offices, not only adds distinction to them, but subtly reflects the nature of the business carried on by the firm.

While in the instance mentioned the appointments are expensive in character, it does not necessarily follow that a lavish scheme of decoration is required.

A reception or waiting-room may be fitted up in a not too expensive manner with a few comfortable chairs, some low tables bearing current magazines, newspapers, ash trays, etc., and the rest of the necessary atmosphere may be supplied by the courteous attitude of those with whom the visitor comes into contact.

Courtesy First.

Office boys to greet visitors are, or, should be, a thing of the past. One's first impression is very often a lasting one, and it is most important that it shall be a good one.

The office boy cannot be expected to know that although, when I enter your office and ask for the president, both your

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $22,000,000
Rest - - - $22,000,000
Undivided Profits, $1,090,440
Total Assets - $571,150,138

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Head Office: MONTREAL

Sir Frederick Williams-Taylor, General Manager

Branches and Agencies: Throughout Canada and Newfoundland
At London, England, and at Mexico City
In Paris, Bank of Montreal (France)
In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

A GENERAL BANKING BUSINESS TRANSACTED

ESTABLISHED 1875

IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

PELEG HOWLAND, President

The Imperial Bank offers exceptional banking facilities to Canadian Manufacturers. Branches throughout Canada. Agents and correspondents in all the world centres.

Collections made at all points in Canada and in foreign centres.

Drafts—Money Orders and Letters of Credit issued, available throughout the world.

Exchange—Domestic and Foreign Exchange bought and sold.

Government and Municipal Securities dealt in at all branches.

Savings received at all branches—interest credited half yearly at current rate.

Accounts of Merchants and Manufacturers solicited.

HEAD OFFICE - TORONTO

firm and myself would be better served if I were to see the manager of the export department.

No one cares to state his business in detail to the office boy and the result is that, after waiting to see the president, I find that his time and mine have been wasted and that I have to repeat my business a second time when I see the right man.

To correct this hitherto necessary evil a system is coming into force. Under the new plan, a clerk is detailed to look after the interests of visitors. His duties are numerous, the chief of which are:

(1) To accord a courteous reception to persons calling on the firm.

(2) To ascertain their business and see that they interview the proper person.

(3) To make any waits as pleasant as possible.

(4) Generally to convey to callers the knowledge that the firm is glad to know and do business with them.

The training for this new position is a very thorough one and should include a couple of weeks' spent in the mailing department routing mail through the office. Two weeks to a month should be allowed for the study of the activities of each division of the office and the reception clerk should have the benefit of a few informal chats with the different executives.

He must be a man of pleasing appearance, courteous in his bearing and well-mannered.

As the outpost of the firm he is responsible for the first impression created in the mind of the customer, hence the importance of the human side of his character.

The most advantageous situation for his desk is in the reception room itself, and to him without delay the visitors are ushered.

On receipt of the caller's card he will ascertain, if a particular executive is not asked for, what is the nature of the business.

Then, keeping the card before him, he will hand to a messenger a slip bearing the name and business of the caller which will be taken at once to the executive.

Should a wait be necessary, Mr. Visitor is invited to hang up his hat and coat, draw up his chair and is introduced to such others as are waiting. The clerk when making the introductions will carefully state the nature of the business in which each is engaged, thus making possible a friendly talk between those whose interests are allied. Much of the irksomeness of waiting is lost when the surroundings are pleasant, and when the time may be pleasantly spent in conversation. In the absence of others waiting, it devolves upon the "Courtesy Clerk" to entertain his visitor, and he may make himself very useful to out-of-town visitors by such things as recommending a good hotel, a good play or suggesting visits to points of interest in the city.

When Mr. B—— telephones that he is free, the visitor is personally conducted to his office, the reception clerk ascertaining on the way if the visitor is personally known to the man he wishes to see. If this is not the case he will perform the introduction and lay the visitor's card upon the desk.

Throughout the tone is one of frendliness; the visitor feels that he is welcome and is glad that he has come. How different from his thoughts if he were kept standing at a counter for half an hour.

Lessons from Department Stores.

The department store can teach a lesson in courtesy. It is almost impossible to find a store where courtesy is not impressed upon the staff, or to find one where there is not every convenience for the benefit of customers.

Free check rooms, writing tables supplied with writing materials, rest rooms, information bureau, even theatre booking offices—yet, here the sales are only in comparatively small amounts.

These all express personality—the soul behind the business—and in return they create for themselves a goodwill that more than repays for all the effort expended.

Your customers like it, your friends like it, and your enemies, should you be unfortunate enough to have any, have to admit that "there's something about So-and-So's."

Personality pays!

A Successful Year

Report of the Canada Bread Company, Limited, for Year Ended June 30th, 1920

The report of the Canada Bread Company, Limited, for the year ended June 30th, 1920, indicates a successful year. President Mark Bredin in his report points out that last year was a banner one in regard to the volume of business.

Manufacturing profits amounted to $293,881, which is an increase of $117,280 over the item shown as manufacturing profit and other income in 1919. Interest from investments is set down at $16,237, compared with $19,944 a year ago. Balance July 1, 1919, was $103,419, as against a net balance, after payment of business profits war tax for 1915-16-17, of $113,706 on July 1, 1918. Charges against these items for the period include depreciation on plant of $50,000; depreciation on war bonds, $10,214; profit tax 1918, $13,828; leaving a balance carried forward as at June 30, 1920, of $172,295, compared with balance on June 30, 1919, of $103,419.

Other principal items compare as follows:—

	1920.	1919.
Preferred dividends	$ 87,500	$ 87,500
Depreciation on plants	50,000	.....
Depreciation on war bonds	10,214	.....
Bond purchase	12,500	.....
Depreciation and bond purchase	.....	50,000
Bond interest	67,199	67,989
Ingredients and supplies	498,097	131,250
Total assets	5,973,727	5,534,418

Annual Meeting

Financial Statement of the Interprovincial Brick Company of Canada, Limited, is Presented

The annual meeting of the Interprovincial Brick Company of Canada, Limited, was held in September, and the financial statement for the year ended June 30th, 1920, was presented to the shareholders. Net sales during the year amounted to $179,486 against $93,462 in 1919. Net profits were $36,972 as against $11,169. Net earnings in the year were at the rate of 24 per cent. on $150,000 common stock before providing for special write off, and after this was taken into consideration were equal to 16 per cent. earned. The common stock was raised to $200,000 through an issue of $50,000 at the end of the fiscal year. In all $39,584 in dividends was paid, which sum includes $29,581 accumulated dividends from September 30, 1914, to December 31, 1918. This payment tended to reduce profit and loss balance which stood at $13,654 at the year end against $20,269 in the previous year.

The balance sheet shows the company to be in stronger condition financially, the following being the principal comparisons:—

	1920.	1919.
Total assets	$ 385,624	$ 290,221
Cash	1,587	1,983
Inventories	66,761	25,721
Property, etc.	253,209	275,711
Investments	50,000	2,500
Accounts payable	12,133	1,934
Tax reserve	5,149	1,100

BUSINESS

LARGE AND SMALL

This bank is equipped to render complete banking facilities to individuals, partnerships and companies, both large and small. With branches throughout every province of Canada, and correspondents in all parts of the world your banking business will be handled with promptitude and at the minimum of expense.

Our facilities are at your disposal.

THE CANADIAN BANK OF COMMERCE

PAID-UP CAPITAL - $15,000,000
RESERVE FUND - - $15,000,000

81a

The Merchants Bank of Canada

Head Office, MONTREAL **Established 1864**

Capital Paid-up	$ 8,400,000
Reserve Fund	8,660,774
Total Deposits (July 31st, 1920)	over 163,000,000
Total Assets (July 31st, 1920)	over 200,000,000

President: Sir H. Montagu Allan, C.V.O
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

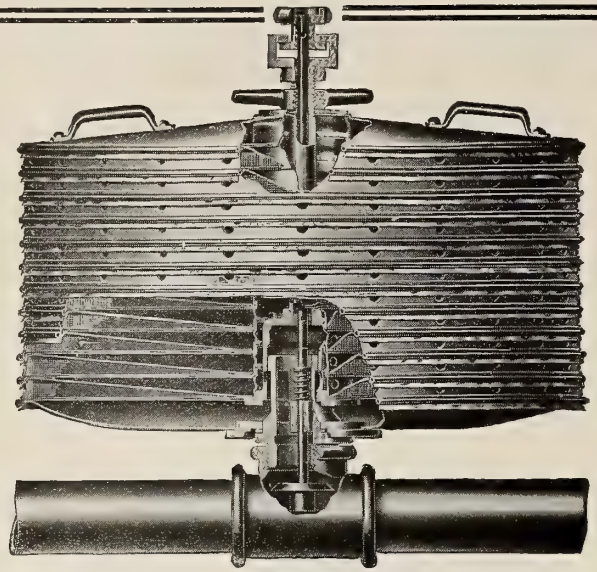
Merchants and Manufacturers

are cordially invited to discuss all matters of finance with us.

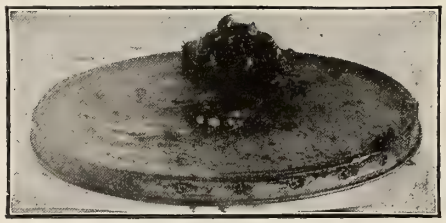
The Merchants Bank is more than a mere depository—it is an Institution that stands ever ready to advise and assist its customers in regard to money matters, investments and business generally.

391 Branches in Canada Extending from the Atlantic to the Pacific, of which 138 are in Ontario, 44 in Quebec and 180 in Western Canada

NEW YORK AGENCY, 63-65 WALL ST.



No. 1—Sectional View of Bowser Filter Section Assembled



No. 2—Filter Disc with Dirt Filtered from Oil.

It Gets the Dirt
It's a BOWSER Oil Filter

ESTABLISHED 1885

The pictures shown here illustrate the Bowser Filter Section as used in the Bowser Oil Filter.

No. 1 shows the Filter Section assembled, ready for use. No. 2 shows one of the Filter Discs with dirt that the Filter has collected from used oil. This pile of dirt is about 6″ in diameter and from 2″ to 3″ high.

There are twelve of these Filter Discs and Cloths in a Bowser Filter Section—each as effective as the one you see pictured. As many complete Filter Sections as needed are furnished in the Bowser System. You may judge for yourself as to the value of such equipment.

Bowser Systems are applicable to any size and type of power producing and transmitting machinery.

We will be glad to send literature and explain to you how the Bowser principle of Oil Filtration can be applied to your Boiler plant.

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Limited

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Carry a large stock of every office requisite

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Prompt careful deliveries — Fair prices — Satisfaction

On account of the service offered, we number among our friends most of the Governments, Federal and Provincial—Municipalities, Banks, Transportation Companies, Corporations, Professional Firms, Colleges, Schools, etc.

If you have not already done so—why not open a ledger account with us. You will be surprised at the change.

P.S.—Catalogues and advertising literature yours for the asking

Laurentide Company, Limited

Profits for the Six Months Ended June 30th, 1920, Amount to $1,499,538.87

The annual report of the Laurentide Company, Limited, for the year ended June 30th, 1920, shows that the profits for the last six months of that year, after setting aside sufficient reserves for depreciation, business profits, war tax, and depletion of timber limits, were $1,499,538.87. On January 1st of this year the company were organized and the shares distributed. As it was not deemed advisable to change the fiscal year, it was therefore necessary to render the statement for the six months period.

The directors report favorable progress on extensions to the plant in the form of two new paper machines with additional pulp capacity. It is expected that the installation of these new units will be completed and that they will be in operation by January 1st, 1921.

Profit-Sharing Plan

National Cash Register Company, Limited, are Sharing Profits Equally With Employes

The profit-sharing plan adopted by the National Cash Register Company, Limited, was explained to the employes recently by Frederick B. Patterson, vice-president of the company. The arrangement is characterized by an extreme liberality towards the employes, calling for an equal division of profits between the company and those employes who are not members.

The profits of the company are to be determined by an outside firm of accountants. From the total profits will be deducted an amount equal to six per cent. on the company's investment, not including the value of patents and "goodwill." To offset this six per cent., the employes will receive the highest wages paid for their class of work.

The remaining profits will then be divided equally, the fifty per cent. which goes to the employes being paid in cash as near as possible to the half-yearly accounting dates. The fifty per cent. which goes to the company may be kept in the business for new buildings, machinery, extensions, etc. The employes receive their share unconditionally.

For the operation of the plan the employes are divided into five groups. The first, executives, will receive 12 per cent. of the total profits; the second, foremen, 5 per cent.; the third, job foremen, 8 per cent.; and the fourth, all who have been employed over one month and are not in the first three classes, 25 per cent. Only the fifth group, those who have been in the company's employ less than thirty days, do not share. Each man's share is based on the salary or wages received at present.

Officials of the company expect that the gain in loyalty and production and the decrease of labor turnover resulting from this scheme will make for an increased fall's business. The policy of the company has always been to consider the good of the workers and it has been justified by their success.

St. Lawrence Flour

Profits for the Last Fiscal Year Showed Drop of About Thirty Thousand Dollars

Profits of the St. Lawrence Flour Mills Co. for the year ended September 4th amounted to $215,077, comparing with $245,594 for the previous year, and $268,737 for 1917-18. After the payment of bond interest and dividends on the preferred stock, there remained available for application on the common stock, $161,432, equivalent to 13.5 per cent. This compared with 16 per cent. last year. Common stock dividends

To Manufacturers, Exporters Importers and Others

Through our chain of 700 Branches stretching from Newfoundland to the Pacific Coast, throughout the West Indies and in Central and South America, we can offer you a Banking Service of unexcelled efficiency.

MONTHLY COMMERCIAL LETTER

Write for Monthly Commercial Letter to our FOREIGN TRADE DEPARTMENT, MONTREAL, Que.

The Royal Bank of Canada

TOTAL RESOURCES, $584,000,000

Fifty-five Years of Banking Service

TIME has demonstrated the soundness of the policies on which the first Board of Directors founded this Bank fifty-five years ago—October, 1865—and which have continued throughout its existence.

UNION BANK OF CANADA

467

Thorne, Mulholland, Howson & McPherson

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Specialists on Factory Costs and Production

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MONTREAL

Riordon Pulp & Paper Company Limited
MAPLE LEAF
BLEACHED SULPHITE
MADE IN CANADA

Offer for Sale

SULPHITE FIBRE WOOD PULP

BLEACHED AND UNBLEACHED

FOR PAPER MILLS

IMPERVIOUS SPRUCE SHEATHING

LUMBER

SPRUCE, HEMLOCK AND PINE, CEDAR RAILWAY TIES AND SHINGLES, SPRUCE CLAPBOARDS

Sales Managers: T. J. STEVENSON, GEO. E. CHALLES

THE BROWN BROTHERS LIMITED

Simcoe and Pearl Sts. TORONTO



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ACCOUNT BOOKS, LOOSE LEAF LEDGERS

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LEATHER GOODS—DIARIES—STATIONERY

Printers' and Bookbinders' Supplies

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Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared, and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

OFFICES IN CANADA

Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

JOHN A. THOMPSON, General Manager Western Canada
McKinnon Bldg., Toronto

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Reed Organs, Piano Stools, Music Cabinets.

Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats, Flush Tanks, Medicine Cabinets,

Everything for the Bathroom.

Write for Catalogue C and Price List.

of 6 per cent. with a bonus of 4 per cent. were paid. This, together with fixed charges, etc., took $202,078 of the year's profits. During the year a special bonus of 10 per cent. was distributed among the common shareholders, this being taken out of a new general reserve created for the purpose. A surplus of $397,829 was carried forward into the current year.

Fixed Assessment Granted

Lakefield Ratepayers Encourage Development of Canada Cement Company's Plant

On September 27th a by-law to aid the Canada Cement Company, Limited, was carried by the ratepayers of Lakefield, the vote being 193 to 8. By this by-law the municipal council is authorized to grant the company a fixed assessment of $50,000, in return for which the company will develop their plant at Lakefield, which has been standing idle for several years.

Lake of the Woods

Company's Earnings Showed a Comparatively Slight Decrease Over Previous Year

Total profits of the Lake of the Woods Milling Co. for the company's last fiscal year amounted to $732,232, as compared with $756,616 in 1919, and $857,914 in 1918. After the payment of bond interest and preferred dividends, which showed no variation from the previous year, there remained a balance of $573,232 applicable to the common stock. Allowing for the increase in the common stock capitalization effected during the year, this result was equivalent to approximately 23.4 per cent. on the shares, compared to 28.5 per cent. last year and 32.3 per cent. in 1918. After all deductions, including payments to common shareholders, there remained a surplus of $179,232 to carry forward, bringing the balance to the credit of profit and loss up to $1,161,647.

The Follow-Up Letter

How Properly Personalized Letters Create Good Feeling and Make Sales Easier

(From "System")

Personalized follow-up letters, mailed according to a definite time schedule, back up the 300 salesmen who sell our product—a device to enable the retail merchant to handle his charge accounts more easily. After several years' testing, we have developed a method that produces excellent results—a method that puts personality and punch into our direct mail advertising and becomes a real aid to the salesmen.

We never send a letter out to a prospect until we first know the best angles of approach; and we never send a letter to anyone but a live prospect. His name is usually that of an inquirer who has written in answer to our advertising or a dealer who has already been interviewed by one of our salesmen.

The instance of one of our typical prospects will illustrate our follow-up plan. Brown has written the company for information about our products. The sales promotion department immediately fills out a call notice in triplicate and sends two of these notices to the salesman in the territory from which the inquiry comes; the triplicate is retained in the office. The salesman fills in the duplicate notice after he has made the call and returns it to the main office. At the time the call notices go out, a letter leaves the service department for the prospect, thanking him for his inquiry, and telling him that our representative will call to explain our products.

If no sale is made during the salesman's first call, he fills out, in triplicate, one of our forms which lists Brown's

What Is Ahead?

Canadian industry is entering on a new phase in the era of readjustment. It now faces before-the-war competition under after-the-war conditions. Waste must be eliminated, every penny saved, every dollar of capital made effective, for additional capital is expensive.

A Manufacturer's Opinion

"In the trying days ahead I want to be protected with the most modern methods of management. I need an organization which is not overmanned and which will guide my business at the least cost. I need a system of production control that will keep down my investment in high priced raw materials. I need a system of accounting which will tell me the profit or loss by departments.

"I need most of all trained assistants to help me with these plans. I have not the time to investigate what others are doing, nor the patience or freedom from each day's pressing problems to work out my ideas."

These are the reasons which impelled one of our clients to commission us to install a comprehensive system of cost accounting and production control in his plant, and to advise him on matters of organization.

GRIFFENHAGEN & ASSOCIATES, Limited

Industrial Engineers, Accountants and Employment Advisers

TORONTO
CONFEDERATION LIFE BLDG.

MONTREAL OTTAWA

important objections and interests and the method of credit accounting he uses. The original is sent to the main office with the call notice report; the duplicate goes to the district manager, and the triplicate is retained by the salesman for future use. If our salesman discovered the prospect, he supplies the same facts to the main and district offices.

When the form reaches the sales promotion department, a prospect's card is made out for the follow-up. This shows Brown's name and address, his line of business and the number of accounts and credit accounting plan he uses. A careful survey of the salesman's report on the dealer's major interests and objections is made preparatory to the direct mail campaign that follows soon after.

If the prospect is concerned about the avoidance of forgotten charges, the accessibility of accounts, increased collections, and time and labor-saving devices, the sales promotion department knows which letters and enclosures should be sent to this prospect. The director of follow-ups can readily decide the logical order in which the letters should go out.

The first letter, in this case, covering the problem of forgotten charges, is mailed immediately upon filling out the card. The second letter, dealing with the accessibility of accounts, leaves the office two weeks later. The third letter goes out three weeks after the second; the fourth, four weeks after the third; the fifth, a month later; and so on until the major interests are exhausted.

We plan to have the prospect receive at least five letters before the salesman makes a second call. If the prospect should order at any time during the campaign his card is turned over and the "user" side filled in for the "users" cabinet so that the sales department can keep track of his future orders. We try to put a real personal touch in each letter. We find the prospect's point of view, and appeal to him from that angle. In this way we can show him how our products will fit his needs.

Although the letters are processed, the prospect's name and address are filled in and we introduce his name several times in the letters to accentuate the individuality and directness of the appeal. So well is his name put into the letters, that even experts cannot readily say that the hundreds of these letters which leave our offices daily have not been individually typed.

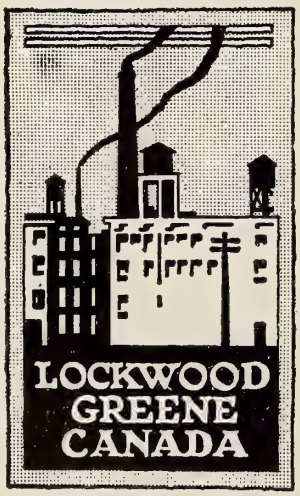
The results of these letters are readily apparent. The salesman knows that we are backing him up. On the day that letters go to prospects in his territory, we mail him duplicates of each letter. The letters are intimate reminders. He knows the arguments and appeals that have been put before his prospective customer, his own sales talks have been repeated and reinforced.

He is given a direct incentive to greater initiative and effort. "It gives a man a feeling of satisfaction to know that the house is actively behind the man outside," writes one of the salesmen. And many other salesmen have reiterated the same statement.

District managers and salesmen report more sales for every hundred prospects reached. They find that the letters create a lot of good feeling and invariably make sales easier.

The company's sales have increased 25 per cent. in 1919 over those of 1918, and last December, the dullest month in every year in the firm's history, was the banner month of the year. Of course, we cannot attribute all this growth to the follow-up plan alone. Other considerations have entered as well, but the personalized letters have more than done their share.

Factories Rejuvenated



Is production handicapped by a plant that is out of date compared with those of your competitors? LOCKWOOD, GREENE can tell you whether it would be more profitable to build a new plant, or to remodel the present one, install improvements, revise methods, and re-route the work.

LOCKWOOD, GREENE is not a contracting organization. It plans—studying efficiency in a practical way and placing its experience at the service of Business. Write for "Building with Foresight."

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& CO. OF **CANADA** LIMITED
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INDUSTRIAL ENGINEERS



Canada's Empire Builders

FROM ocean to ocean, "Office Specialty" equipment and "Office Specialty" systematized offices are promoting better work, greater accomplishment and greater economy for railroads, mills, mines, banks and factories—in the offices of every Canadian Empire-building industry.

"Office Specialty" equipment, recognized for its high quality everywhere is helping, through the aid it gives to all industries, to make Canada's name an honored one in the markets of the world.

The wide range of "Office Specialty" equipment provides for every need of the modern office. Our Dominion-wide service organization ensures supplying promptly everything you require in the way of equipment and System Service.

Any one of our ten Service Stores will gladly supply you with any information desired and will earn your continued patronage by giving you the best of good service.

The OFFICE SPECIALTY MFG. Co. Limited
Home Office NEWMARKET Canada

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Only a medium-priced stock that with proper treatment will make up into most attractive stationery.

Your Printer can show it to you in white and six colors

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Canada's Industrial Expansion

A Record of Progress

Universal Plate Mill

Dominion Foundries and Steel, Limited, Spend One and a Half Millions on Extension

A mill known to the trade as a 27 in. by 40 in. by 72 in. universal plate mill is being added to the plant of Dominion Foundries and Steel, Limited, at Hamilton, Ontario. It will be the only mill of its kind in Canada, and will cost in the neighborhood of $1,500,000. It will have rolls 27 in. in diameter and 72 in. long, which will roll universal plate 40 in. wide and sheaved plate 66 in. wide.

In connection with this mill the company have installed a manipulator which will enable them to make billets and blooms of the larger sizes used by machine shops, forging plants and rolling mills. The steel requirements of Canada are very great, the average importation of such products as this company intend to supply being 605,218 tons for the years 1912, 1913 and 1914. As Dominion Foundries and Steel expect to increase their monthly output from 5,000 to 15,000 tons when operations start in the new mill next December there should be an appreciable decrease in the amount of steel products imported.

Brush Handle Factory

Rubberset Company, Limited, Are to Make Wooden Brush Handles at Gravenhurst, Ontario

About the middle of October or shortly after the Rubberset Company, Limited, expect to open a brush-handle factory at Gravenhurst, Ontario, in what was formerly known as the aeroplane plant. This has been completely remodelled at considerable expense, and motor equipment and a $10,000 dry kiln have been installed.

The plant at Gravenhurst will be used exclusively for the manufacture of wooden brush handles and the output will be absorbed by the company itself. An initial output of about 15,000 handles per day is expected, valued at between six and seven hundred dollars. These will be sent to the Canadian factory in Toronto and to the parent factory in the United States. In a short time it is hoped that all handles used by both the Canadian and United States companies will be supplied from Gravenhurst. From thirty to fifty hands will be employed at the start. The wood will be purchased from firms in the neighborhood.

Making Galvanized Ware

Port Arthur Manufacturing Company, Limited, are Growing Rapidly and Making New Lines

Manufacturing operations are now well under way at the works of the Port Arthur Manufacturing Company, Limited, who are makers of tinware and galvanized iron at Port Arthur, Ontario. So rapid has been the growth of this company that already they are looking for new and larger premises, the building occupied at present, formerly the property of the McRae Manufacturing Company, having proved too small.

Some of the articles made by the company are galvanized pails, flour cans, oil cans, tubs, hods, scoops, pans, water tanks, boilers and sheet iron stoves. A recent and important addition to this list is a washing machine which is being built for electric, water or gasoline power, as well as for ordinary hand-power.

Before spring the company expect to be employing from 25 to 50 men and boys. The president and general manager is A. Whiddon, and J. K. Kennett is vice-president and secretary-treasurer. The directorate cannot at present be given, as a reorganization is taking place.

Enlarge Winnipeg Plant

The Waldorf Paper Products Company Build Extension to Their Paper Stock House

The Waldorf Paper Products Company, who operate a plant in Winnipeg for the conversion of waste paper into useful products, are making an addition to the front of their paper stock house. The extension is a two-storey building 40 x 20 feet; the office will be on the second storey and the remainder of the building will be used entirely for the grading and packing of waste paper.

The estimated cost of erecting the new building and remodelling the old is $20,000. Electric conveyors, baling machines and sorting equipment are being installed at an approximate cost of $12,000. The company expect the work to be completed about November 15th, and also expect that their output will be doubled within one year from that date.

Present improvements are temporary, as a larger and more modern building will be required within a short time. The paper mill connected with the company consumes 140 tons of paper stock daily. As a provision for the expansions contemplated, the capital stock is being increased from $20,000 to $100,000.

Make Addition to Factory

Simonds Canada Saw Company, Limited, Add a Storey to One of Their Buildings

Simonds Canada Saw Company, Limited, makers of saws, knives, files and steel at Montreal, are enlarging their plant by a one-storey addition to one of their main constructions, 175 by 70 feet. Including heating, plumbing and sprinkling apparatus, the estimated expenditure is in the neighborhood of $50,000.

Building operations commenced on the first of September and the addition should be completed on or before November 1st. The company report that their business is in a flourishing condition, and they expect a material increase in output from the new addition.

Knitting Mills Enlarge

The Perfect-Knit Mills, Limited, Erect New Building at Listowel, Ontario

A new four-storey building, 50 x 250 feet, is being added to the plant of The Perfect-Knit Mills, Limited, at Listowel, Ontario. For the basement solid cement is being used, while brick and mill construction are planned for the balance. The building complete with sprinkler will cost about $125,000, and will be used for the manufacture and storage of knitted goods. The company expect to be able to occupy it next year.

A considerable increase in capacity is the natural result of this addition, but as the extent of such an increase depends largely on the available supply of labor, an exact estimate of it cannot yet be made.

Underground Power Shovel

The Canadian Mine Shovel Company, Limited, are Making the Hoar Underground Shovel

The Canadian Mine Shovel Company, Limited, are a company incorporated with an Ontario charter to manufacture, buy and sell tunnelling machines, mechanical shovels or loading machines. The main product is to be the Hoar Underground Shovel, the patent of which in all countries but the United States is controlled by the Canadian company. Heretofore there have been three major difficulties attending the use of power shovels in mining. First, there is a limited working space in a mine drift; second, there is usually lack of room in both shaft and drift for moving a power shovel easily; and third, in many cases there is a necessity for quick and frequent changes in the seat of operations. The company claim that the Hoar shovel will meet these difficulties. It is built on the same general plan as the steam shovel used in surface operations, but uses air for underground power.

The company had hoped to have the first shovel ready for the Canadian National Exhibition, but unforeseen delays prevented this. When the machine is completed, and the company are satisfied that it complies in all respects with the plans, orders will be filled as rapidly as possible.

The authorized capital of the company is $100,000. The officers are:—President, Captain Samuel Hoar; vice-president, C. E. Hendricks; secretary-treasurer, W. J. Schutze; directors, J. A. Sabin and Charles B. Lamond, M.D. The machine is at present being built by the steel works at Port Arthur. The head office of the company is at 202 Lumsden Building Toronto.

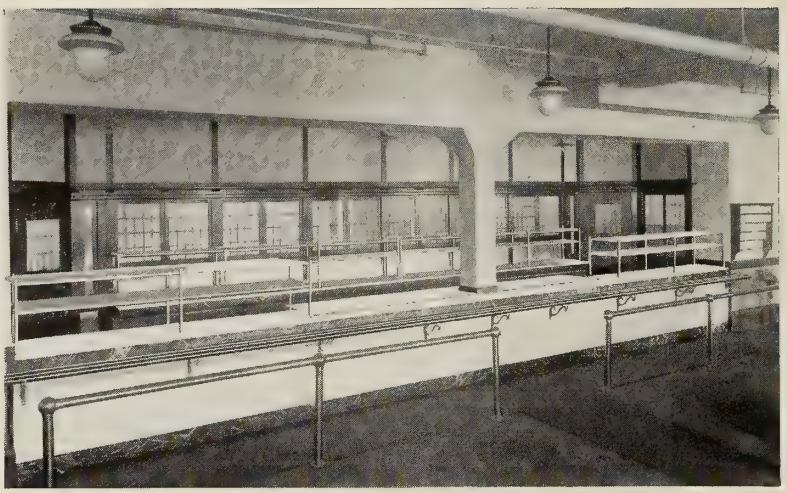
A Growing Business

The Lennox Knitting Mills, Limited, Plan Addition to Plant and Increased Output

The Lennox Knitting Mills, Limited, have a modern plant at Lennoxville, Quebec, where at present they specialize in the manufacture of worsted half hose. Their efforts in this line since their incorporation last year have met with success and next year's programme calls for an addition to the plant, so that long worsted hose in sizes six to ten can be made, and half hose machinery will be added to increase the present production 50 per cent. Larger premises will be required to take care of the increasing business.

The company are capitalized at $75,000, and the officers are: President, H. V. Haight; vice-president, H. L. Allen; treasurer, N. D. Carscadden; secretary and manager, P. G. Newhold.

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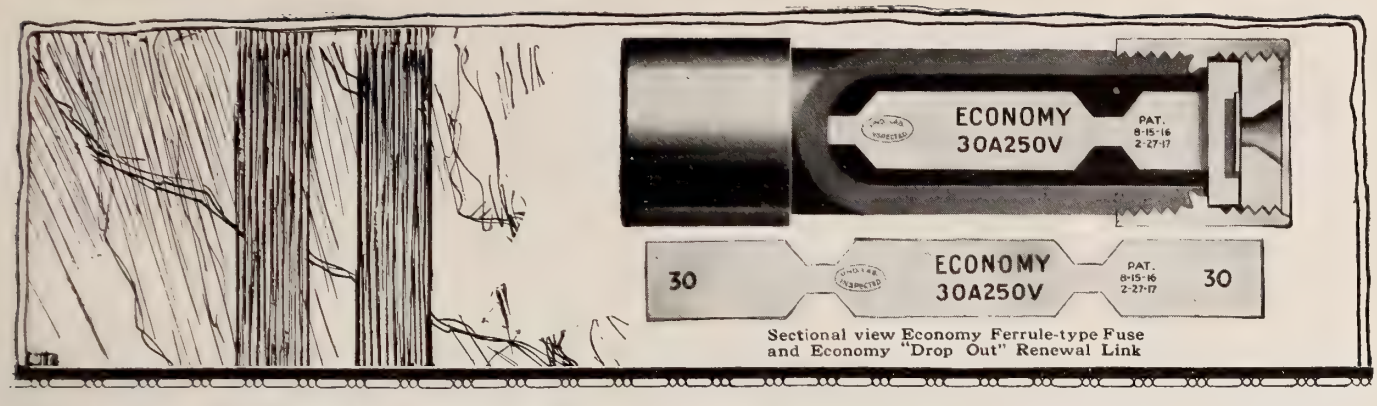
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Sectional view Economy Ferrule-type Fuse and Economy "Drop Out" Renewal Link

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Sectional view Economy Knife-blade Fuse

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Change of Ownership

Montreal Interests Purchase Dryden Pulp and Paper Company From English Owners

The English owners of the Dryden Pulp and Paper Company, Limited, a large producer of kraft pulp and paper at Dryden, Ontario, have sold it to Montreal interests, retaining their holdings of $1,500,000 six per cent. bonds now outstanding. The reason for the sale, it is stated, is that owing to various causes, including the exchange situation, the English interests have not been willing to provide the capital necessary to complete the plant. A new company is being formed by the Canadian interests, who will develop the plant to the capacity originally intended. On the understanding that this was to be done the purchasers were able to acquire the mills at approximately the pre-war valuation.

A large amount of pulpwood is available from the Dryden Company's limits which comprise 1157 square miles in the Kenora District of Ontario, adjacent to Lake Wabigoon and Eagle Lake. It is understood that the directorate of the reorganized company will include W. A. Black, J. B. Beveridge, J. N. Greenshields, J. H. A. Acer and Senator Lorne C. Webster.

Twist Drill Company

Canadian Branch of Detroit Twist Drill Company is located at Walkerville, Ontario

Under the name of Canadian Detroit Twist Drill Company, with a capital stock of $20,000, the Detroit Twist Drill Company have incorporated a branch business to manufacture drills, reamers and milling cutters at Walkerville, Ontario. Work in connection with equipment and organization is proceeding rapidly, and the company expect to start manufacturing their products at an early date, with a force of thirty men. The personnel of the Canadian company is as follows:—President, Muir B. Snow; Vice-President, Lewis H. Jones; Secretary, P. C. Hill; Manager, R. A. B. Goodman; Superintendent, George Johnson.

Pulp and Paper Machinery

Modern Patents Company, Reg., are to Establish Plant at Grand Mere, Quebec

The Modern Patents Company, Reg., are a registered society under the laws of Quebec, organized to manufacture pulp and paper machinery and pulp pressing mats at Grand Mère, P.Q. At the present time a site has not been found and plans for the plant are still under way, so goods are being manufactured by the parent company in Montreal. Operations commenced in March last with the manufacture of machinery and the manufacture of mats will commence in a short time.

New Textile Plant

Otonabee Mills, Limited, Have Purchased One Building and Are Erecting Another

A new industry for Peterborough, established by two local men, J. L. Hopwood and W. G. Worth, is the Otonabee Mills, Limited. The company have purchased and fitted up a two-storey building 30 x 58 feet and are erecting another plant with two storeys and basement, 41 x 30 feet. When the necessary mechanical equipment has been installed the mills will begin spinning and preparing yarn for the market.

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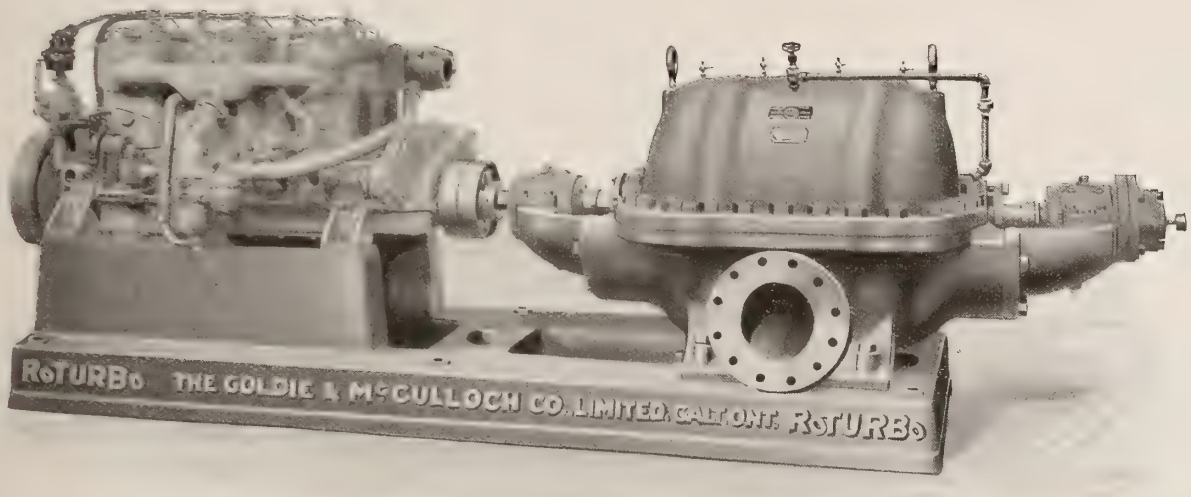
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Addition to Body Plant

Fisher Body Company of Canada, Limited, Build $275,000 Addition at Walkerville, Ontario

A four-storey addition is being made to the plant of the Fisher Body Company of Canada, Limited, at Walkerville, Ontario, and will be completed about the end of the year. The new building is of heavy mill construction and will have 75,000 square feet of floor space. It will be used for painting and trimming closed automobile bodies. When it is in operation the capacity of the closed body department will be increased about 80 per cent. The estimated cost of the addition is $275,000.

Buildings Completed

Britannia Wire Rope Company are Now Installing Machinery in Granville Island Plant

The Britannia Wire Rope Company, who are a branch of the English Company of the same name, have recently completed their buildings on Granville Island, Vancouver, B.C., and are now installing the necessary machinery for "laying" various types of wire ropes for the Canadian market. While the wire for making the rope is being imported from England for the present, the company intend eventually to bring in their own steel and draw the necessary wire at the Granville Island plant. Similarly, skilled workers are being brought over from Great Britain at first, but local men will be trained in "laying" wire ropes as soon as possible. About fifty hands will be employed when operations are commenced.

The managing director of the new company is Robert Gibson, of Vancouver, who has been connected with the logging equipment business in British Columbia for several years. As the logging industry will offer the largest part of the market for wire rope. Mr. Gibson's knowledge of the requirements will contribute largely to the company's success.

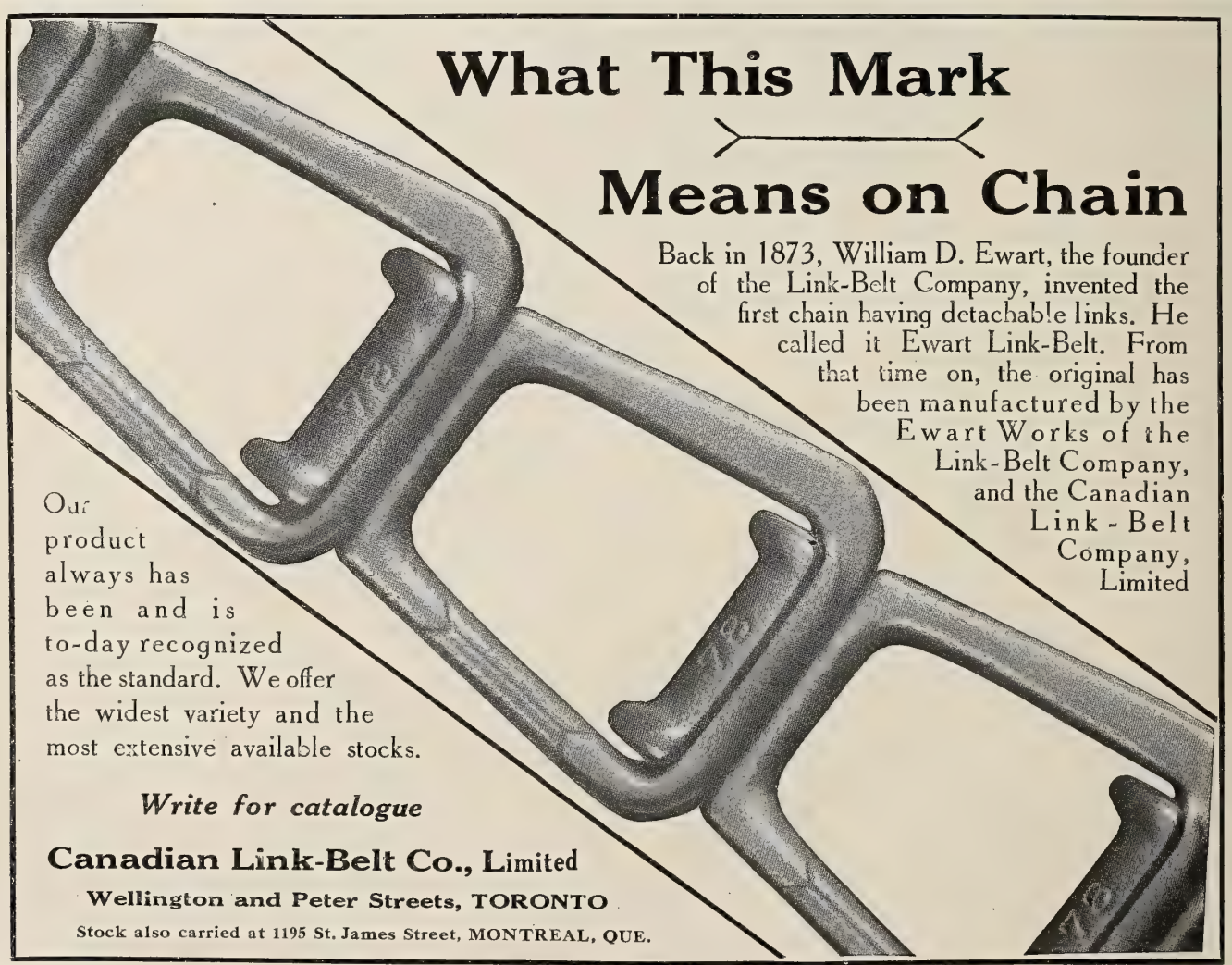
Pulp and Paper

Manouan Pulp & Paper, Limited, Incorporated to Develop Timber Limits on St. Maurice

Manouan Pulp & Paper, Limited, are a company, recently incorporated in the Province of Quebec, who intend to develop timber limits on the St. Maurice River. According to the Atlas Bond and Security Corporation, Limited, who are the financial agents of the new company, there is enough timber available from these limits to supply a 100-ton mill for about sixty years. They are well situated, adjoining limits owned by the Laurentide Company, the Belgo-Canadian Pulp Company, and the Brown Corporation. They have never been cut over.

It is proposed to acquire a power known as "Allard Falls," on the St. Maurice above La Tuque, from which about 38,000 h.p. can be developed, and also a mill site of some 1,600 acres at the same location. About 9,000 h.p. will satisfy the present needs of the proposed 100-ton ground wood mill.

The authorized capital of Manouan Pulp and Paper is $5,000,000, of which $4,000,000 is to be issued. The directors include Frank L. Moore, president and managing director of the Newton Falls Paper Company, Watertown, N.Y.; Thomas Fynes, treasurer of the Continental Paper Bag Company of New York, and an official and director of many pulp and paper companies in Canada and the United States; T. G.





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Making Insulated Wire

The Live-Wire Company, Limited, Turning Out Thirty Thousand Feet of Wire a Day

The Live Wire Company, Limited, are a firm, incorporated under a Dominion charter, who are now manufacturing rubber-covered insulated wire, National Electric Code standard, in Guelph, Ontario. All wire made by this company bears the underwriters' label, and the estimated daily output is from thirty to thirty-five thousand feet. From twenty to twenty-five hands are employed. F. E. Partridge, president of the Partridge Rubber Company, Limited, is also president of the Live Wire Company, and John Kennedy of the Standard White Lime Company, Limited, is vice-president.

Million-Dollar Output

The D'Allard Manufacturing Company, Limited, Make Blouses and Operate Chain of Stores

The D'Allard Manufacturing Company, Limited, are now employing two hundred and sixty-five hands in the manufacture of ladies' waists at their plant in Montreal. This factory is a building 80 ft. by 75 ft., four-storey and basement, of solid cement construction, built on the daylight plan. It is used exclusively for the manufacture of blouses, and is located at the corner of Laurier and Clarke streets. The value of the annual output is estimated at one million dollars.

The present company was organized this year with an authorized capital of $500,000 of which $298,600 is paid up. The officers are: President, George J. D'Allard; secretary, B. S. Connolly; treasurer, William C. Burpe; directors, Mrs. C. D'Allard and Miss H. Choquette. Besides manufacturing, the company operate a chain of twenty-one stores, which are the sole outlet for their product. These are located in all large Canadian cities from Halifax to Victoria.

A New Sawmill

McGibbon Lumber Company Replaces Burned Building With Modern Metal-Sheeted Mill

The new sawmill of the McGibbon Lumber Company, Penetanguishene, Ontario, is described in a recent issue of the *Canada Lumberman and Woodworker*. The old mill was burned down last October, and in spite of the severe winter the company managed to build the new mill and start cutting on July 3rd. It was erected under the supervision of James Warnock, an expert millwright and mechanic.

The foundation is concrete on piles. The lower storey is built on 12 x 12-inch pine and the upper storey on 8 x 8-inch timbers with a filing room on the third floor. The mill has been made as fireproof as possible, and is whitewashed throughout, with hydrants upstairs and downstairs. The whole structure is metal sheeted and will cost, with equipment, about $100,000.

The mill has a heavy double-cutting Waterous band saw, Waterous carriage and Mershon resaw. The installations are up-to-date in every respect with slash table, modern trimmers and lath mill. The capacity is about 60,000 ft. of long lumber per day, and 40,000 pieces of lath in ten hours. The power-house consists of three 72 in. x 18 in. Goldie & McCulloch boilers, carrying 125 lbs. of steam. Dutch ovens are installed and the power is supplied by a 28 x 38 slide

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Limited

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THE Canadian Appraisal Company, Limited, has now completed fifteen years of service and enjoys to-day an unrivalled position as an Appraisal organization amongst manufacturers as well as insurance and financial houses within the Dominion.

Approximately 4,500 properties have been appraised by us to date. Amongst these are the most representative industrial concerns and those which are "a household word" in practically every line of manufacture; including also all the properties comprising the recently formed "British Empire Steel Corporation, Limited."

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valve engine. The boiler-house is constructed of concrete and brick. The lumber is taken out on cars 12 ft. high and requires three gangs of pilers.

The McGibbon Lumber Co. have a stock of logs amounting to 150,000 pieces, which they will not be able to finish cutting this season, but they look for an early start next spring. The production of the mill this year has been sold to the R. Laidlaw Lumber Co., Toronto.

To Triple Capacity

Magnolia Metal Company of Canada Add $25,000 Building to Their Montreal Plant

A new building, the estimated cost of which is $25,000, exclusive of equipment, is being added to the Montreal works of the Magnolia Metal Company of Canada. The company report an increasing demand for their products, and state that the new building will meet this by tripling their productive capacity. The addition will be completed, it is hoped, early in November.

Paper Mills Expand

Expansion at Iroquois Falls Plant of Abitibi Power and Paper Company, Limited

Alterations and expansions are now being made at the mills of the Abitibi Power & Paper Company, Limited, Iroquois Falls, Ont. When these are completed, probably about next May, the plant will be approximately double its present size. One of the more important improvements is the rebuilding of the barking drum plant and the installation of four additional drums. The combined daily capacity when the new units are in operation is estimated at 500 tons newsprint paper, 175 tons ground woodpulp and 65 tons sulphite pulp.

B. C. Cordage Plant

Canada Western Cordage Company, Limited, Are a Veterans' Organization in New Westminster

With the formal taking over by the Veterans' Company of the buildings of the Canada Western Cordage Company, unless some unforeseen obstacle occurs, it is expected that within a very short time this company will begin actual manufacturing. The authorized capital of the new company is $300,000; the present capital investment amounting to $201,788, $96,788 of which represents buildings and the balance machinery and equipment. The site of the new factory adjoins the City of New Westminster and comprises 7 acres, which was donated to them by the city with ten years' tax exemption.

The annual consumption in British Columbia alone of cordages of various descriptions is estimated at 2,400,000 lbs., but it is expected that the new plant, which will have a capacity of about five tons per day at the commencement, will be able to compete successfully in the Middle Western Canadian markets.

Purchase Kitchener Company

Cluett, Peabody & Company of Canada, Limited, Acquire Williams, Greene & Rome Company

By acquiring the business of the Williams, Greene & Rome Co., Limited, at Kitchener, Ontario, Cluett, Peabody & Co., of Canada, Limited, now have six factories located in the following cities:—St. Johns, P.Q.; Kitchener, Ontario; Sherbrooke, P.Q.; Galt, Ont.; Preston, Ont, and Montreal. S. J. Williams while retiring from active duties will remain with

Nova Scotia Steel & Coal Co.
LIMITED

PLATES

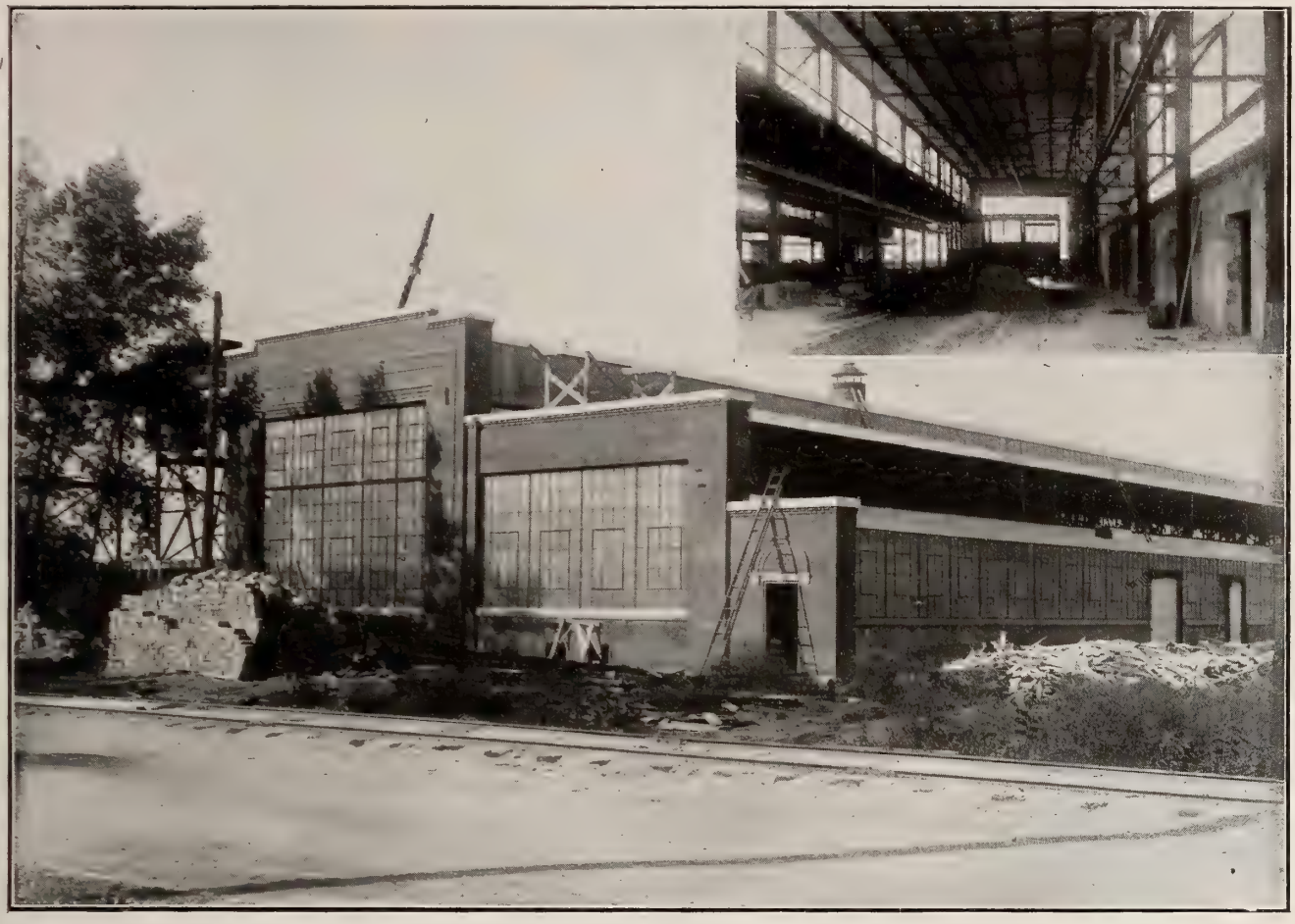
1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

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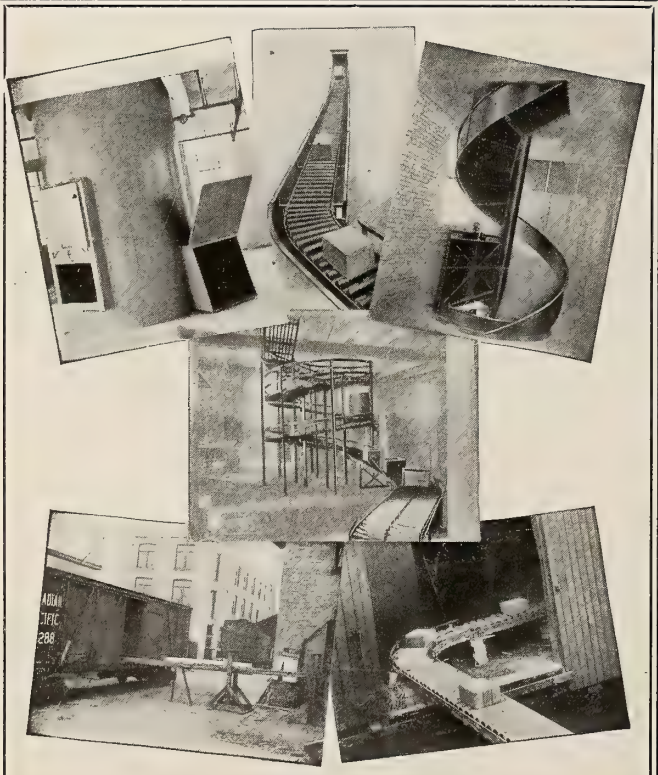
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For Full Information Write for Catalog I

Canadian Mathews Gravity Carrier Co., Ltd.
PORT HOPE, ONT.

the company in an advisory capacity and other directors and members of the Williams, Greene & Rome staff are to retain their positions with Cluett, Peabody & Co.

Since the purchase of the Williams, Greene & Rome Company, the following Canadian board of directors has been appointed:—President, G. A. Cluett; Vice-President and Managing Director, F. W. Stewart; Vice-President, F. S. Hodgins; Secretary, A. E. Cluett; Treasurer, A. Gillespie; Directors, E. H. Cluett, C. A. Culver, C. S. Dean, G. I. Miller, F. R. Caldwell, J. B. Kirby, Lorne Nash, B. K. Robinson, H. K. Elliott.

Large Sherbrooke Industry

Canadian Peerless Jewelry Company Have Annual Output Valued at $825,000

The Canadian Peerless Jewelry Company are an organization incorporated last year to manufacture a general line of jewelry ranging from gilt to fourteen karat gold. These companies, the Peerless, Standard and Allen Gold, were acquired by purchase at the time of incorporation, and their factories were combined into a plant at Sherbrooke, Quebec, which last year had an output valued at $825,000. The company hope to increase this figure for the present year's business.

The policy of the company has been to bring from the United States expert workmen who educate local labor to do the required work. The average number of employes is 300, varying a little above or a little below that figure, according to whether the season is busy or slack. The prospects of the business are good, for in addition to filling the Canadian demand for their wares the company have been able to engage in some export trade. In this latter field a considerable expansion is planned.

Another department of the industry is a box and card department that takes care of the company's own requirements first and then fills those of their customers.

The business was originally started in 1907 and has reached its present magnitude from a comparatively small beginning. At present the principal officers are: A. A. McRae, D. C. McRae, C. P. Keeler and H. M. Holbrook, who are president, vice-president, treasurer and secretary respectively. The authorized capital is $1,000,000.

A Toronto Company

Canadian John Wood Manufacturing Company, Limited, Making Steel Boilers and Tanks

With a plant consisting of four metal-clad factory buildings, of which the largest is 100 ft. by 300 ft., together with boiler-house, gas-house and outbuildings, the Canadian John Wood Manufacturing Company, Limited, are now carrying on a manufacturing business at Toronto. The company are capitalized at $300,000 and have been making welded steel range boilers and tanks for the past six months. Approximately 1,300 pieces a week are produced.

Some seventy-five hands are employed by the company. Frank Sutcliffe is president of the firm and Frank C. Hamilton is vice-president and general manager.

To make "Tosox" and knitted wearing apparel, the Hall Knitcraft, Limited, have a two-storey factory at 126 Garden Avenue, Toronto. At present sixteen hands are employed, but this number is being gradually increased. The company are capitalized at $100,000.

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HER STRENGTH SHE DERIVES FROM WORLD COMMERCE—HER ENDURANCE FROM CONFIDENCE.

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CONFIDENCE IS THE FOUNDATION OF OUR POSITION IN THE WORLD OF IRON AND STEEL—OUR PROGRESS DEPENDS ON IT.

WE HAVE BEEN SUCCESSFUL IN THE PAST—THE FUTURE IS BEFORE US. TO ADVANCE, WE MUST CONTINUE TO MERIT THE CONFIDENCE OF THE BUYERS OF STEEL AND IRON PRODUCTS OF EVERY DESCRIPTION IN CANADA, AND WE ARE DETERMINED TO ADVANCE.

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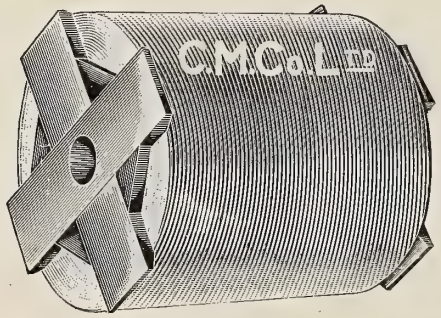


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The Canada Metal Co., Limited
HAMILTON MONTREAL TORONTO WINNIPEG VANCOUVER

The British Columbia Department of Industries have recently granted the loan of a considerable sum to the Canadian Abrasive Company, Limited, under the management of Mr. J. L. Near, to assist in financing the construction of a factory in the vicinity of Vancouver for the manufacture of abrasive papers.

J. B. Jardine, of Vancouver, has recently purchased a water-front site at Departure Bay, in the outskirts of Nanaimo, and is preparing to erect a large fish oil and fish meal plant there. The factory buildings and wharf will represent an outlay of about $20,000, and the necessary machinery to be installed will cost approximately half that amount.

Two more distribution depots for oxygen and dissolved acetylene have recently been opened by L'Air Liquide Society at Quebec and Ottawa.

The Matane Lumber and Development Railway has sold all its assets, real and personal, to the Hammermill Paper Company of Erie, Pa. The deal, which involves several millions of dollars, includes the acquisition of timber lands, mill site, river improvements, etc., lying on the rivers Matane and Cap Chat on the south shore of the St. Lawrence, comprising an area of 133,000 acres. The company will commence its fall and winter operations on the new property immediately. Their present intention is to use these lands merely as a source of pulpwood supply for their Erie mills.

The farmers of Saskatchewan have invested approximately $6,000,000 in new tractors this year according to estimates made by prominent implement dealers in Regina. It is stated that roughly two thousand new tractors have been turned over to purchasers in the province during the 1920 season at a cost averaging $3,000 each. As the cost of labor rises farmers are coming to depend more and more upon mechanical contrivances.

Great activity prevails in Medicine Hat industrially as well as argriculturally. The brick plants and the Dominion Glass Company are doing business in excess of 1919, while the flour mills expect increased flour shipping in view of the tremendous crop. The mills state that they have already sufficient orders on hand to keep the plants in operation until the end of the year.

Natural gas has been struck at Ponoka, Alberta, in a well drilled by the Provincial Department of Public Works at a depth of 2,600 feet. A pressure of 625 feet has been registered and prospects for a good flow are considered hopeful. If the pressure maintains itself the gas will be used for heating, lighting and power services at the provincial asylum there, entailing a saving of $30,000 annually.

Fire recently destroyed the plant of Hawboldt Gas Engines, Limited, at Chester, Nova Scotia. The estimated loss is between $30,000 and $40,000.

The warehouse of Doon Twines, Limited, at Kitchener, Ontario, was completely gutted by fire and the entire stock destroyed at a loss of $100,000.

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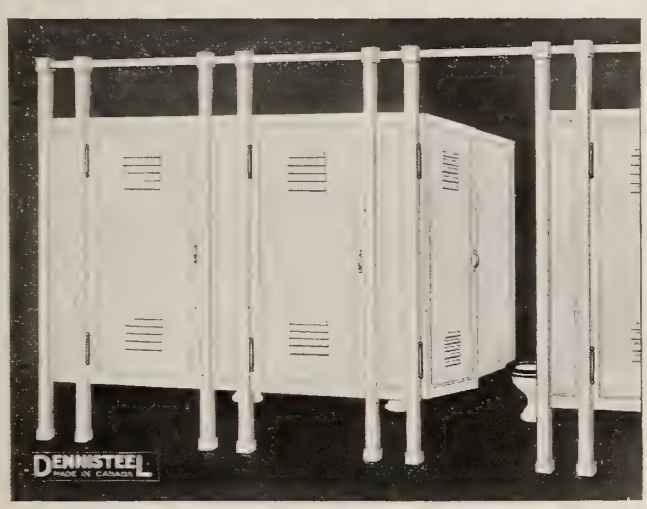
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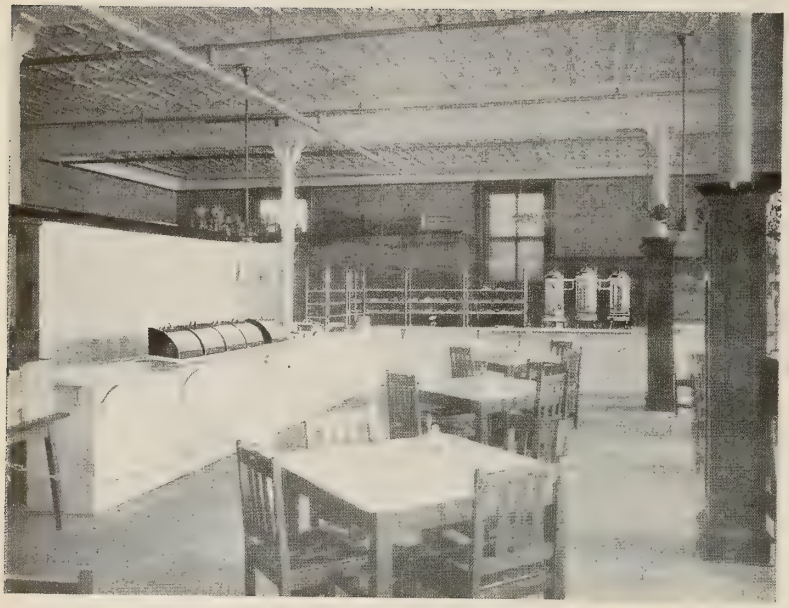
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The development of the Cafeteria or Cafe for industrial organizations has been very rapid of late. Employers of labor realize that this system of having pure, healthful food available for sale at reasonable prices, right within convenient reach, is very beneficial to the moral of their workmen.

It is not sufficient, however, to merely approve the establishment of this new departure; it is very essential that no risks should be taken in its satisfactory installation.

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Trend of the Market for Clothing

By GEORGE H. DOUGLAS

Thornton & Douglas, Limited, Hamilton

I AM afraid that the press of the country has given a very wrong impression to the public regarding the trend of prices of clothing.

No one would welcome lower prices more than the clothing manufacturers, as present prices have necessarily had the effect of curtailing business.

It can easily be shown that the effect has been to cut the production of garments to less than one-half compared to pre-war conditions. But the question naturally arises, how long can this continue? People have been exhausting the reserves in their wardrobes and cannot much longer refrain from replenishing. Under the circumstances it would seem impossible that the clothing market will be overstocked, but rather that a shortage is quite possible, when you consider the crop conditions throughout the country, which are conceded to be not only one of the best crops, but the best distributed crop Canada has ever produced.

The false impression would appear to be occasioned by a drop in the price of raw wool and cotton, but when you consider the very small part of the cost of a man's suit this represents, it will be observed that it can have but a slight influence on clothing prices. Further, all supplies and equipment (excluding labor, which I will refer to later), such as buildings, plant and machinery, fuel, freight, taxes, etc., are all costing more.

This brings us to a point where sound reasons must be sought to base arguments on.

The basic articles from which a suit of clothes is produced consist of about five to six pounds of raw wool unscoured, to produce three to three and one-half pounds in the fabric, some raw cotton and a small quantity of flax, all of which have very little value, and labor enters very largely into what value it has.

The sheep rancher employs labor; the raw wool is transported to the world's market by labor, on ships produced by labor, largely from timber in the forest and ore in the mine, which have very little value until labor enters into it; the wool is then converted into yarns by labor, on machines produced by labor, then woven into cloth by labor, on machinery produced by labor, and so on until it is ready to be marketed in the form of wearing apparel.

Is this not the history of all articles of commerce? If so, how can prices go down when wages are going up?

Prices of woollens in Great Britain for spring, 1921, which were much the highest ever known, were in many instances quoted subject to further advances for labor, and since then labor has had substantial advances, and this is in the world's market for woollens for men's clothing.

Every operation from the raw material to the finished garment is receiving from two to three times, and in some instances much more, in payment than under old conditions. In other words, $5.00 is now paid in wages for shorter hours, in any cases 20 per cent. and much less production per hour that formerly cost $2.00. It should, therefore, be evident that labor is the prime factor in to-day's cost. It will also be admitted that there has been some profiteering by manufacturers and merchants, but there can be no difference between the worker who sells 50c. worth of labor for $1.00, and the merchant who sells 50c. worth of merchandise for $1.00. Both are enemies of the public, and the shortage in the market has enabled both to take this advantage, but it will be observed that present methods will not create a surplus of products which alone will correct the abuse referred to.

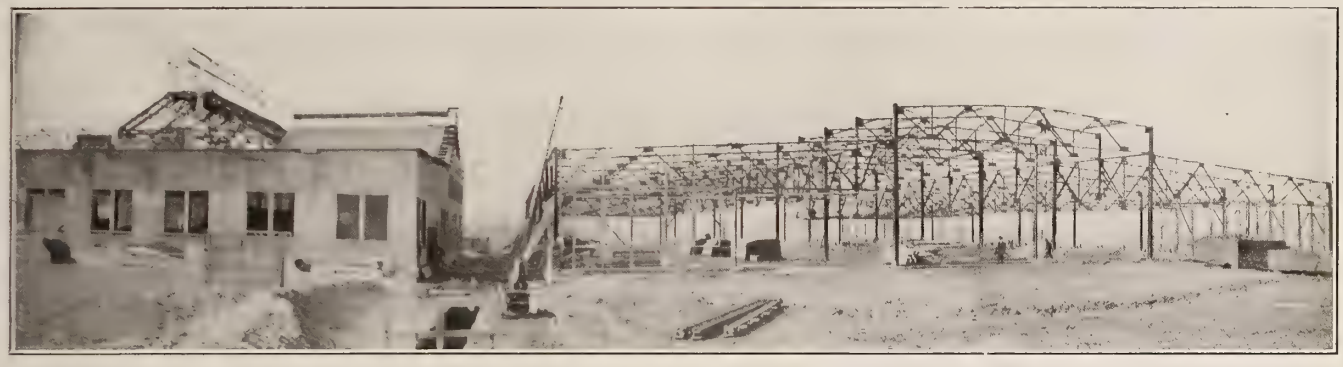
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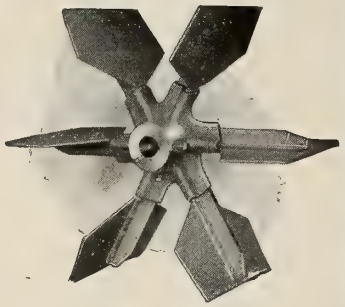
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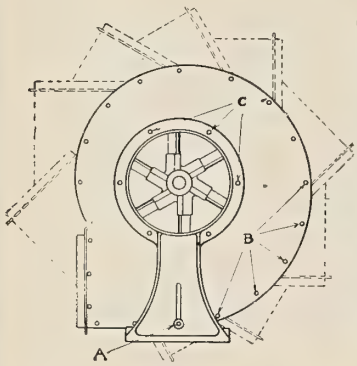
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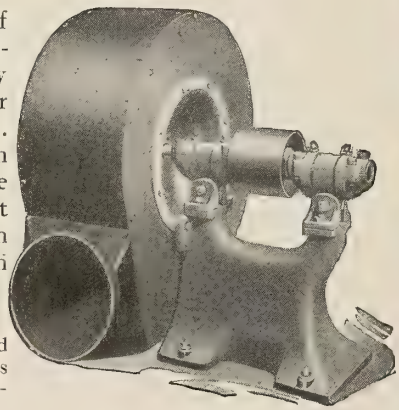
This wheel is so constructed that it will handle any kind of stringy material efficiently—such as sawdust, shavings, cotton lint. Will also handle gases, fumes, smoke, etc.





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The housing is of heavy rolled steel-plate securely bolted together with angle irons. Round cast iron outlet bolted to the housing. Blast Wheel mounted on heavy cast iron spider.



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Canadian Blower & Forge Co.

KITCHENER, ONT.

Contracts for woollens and lining for fall, 1921, will be made in about two months' time, when it is anticipated some reductions in prices will obtain, but British manufacturers hold out little hope at present.

Some reductions are now being quoted in the United States market, but it should be remembered that it has been the highest market for some time, and it will be several months before woollens, now being quoted by manufacturers, will reach the consumer.

Canadian-made woollens are to-day the cheapest in the world, but, unfortunately, the production is only a small part of our requirements.

I cannot see, therefore, how any substantial relief, generally speaking, can reach the consumer for another year at least.

Extent of C. P. O. S. Services

Number of Ships, Tonnage and Ports Between Which Sailings are Provided

At the present time Canadian Pacific Ocean Services, Limited, are operating seven steamships between Montreal and Quebec and Liverpool (summer season) and West St. John and Liverpool (winter season), giving shippers the advantage of bi-weekly sailings. These are the Empress of France, 18,481 registered tonnage; Empress of Britain, 14,189 tons; Minnedosa, 14,000 tons; Melika, 13,967 tons; Metagama, 12,420 tons; Corsican, 11,419 tons, and Victorian, 10,635 tons.

Between the same Canadian ports and London, they are operating the Scotian, 10,322 tons and the Tunisian, 10,576 tons. On the Glasgow run, they have the Pretorian, 7,649 tons, and the Sicilian, 7,328 tons. Sailing to Antwerp, they have the Grampian, 10,955 tons and the Scandinavian, 12,099 tons, and to Havre, the Scotian, 10,322 tons, and the Tunisian, 10,576 tons. All these ships give fortnightly sailings.

In addition the C.P.O.S. are operating eight cargo vessels, which are inter-changeable in freight services, according as conditions require from time to time. These are at present supplying weekly services to London, fortnightly to Antwerp, and monthly to Avonmouth, Glasgow, Rotterdam and Hamburg. The sailings to Rotterdam and Hamburg are the latest additions to the company's services.

As agents for the Norwegian American Line, the C.P.O.S. are operating a monthly service between Montreal (summer), St. John (winter), and Norwegian and other Scandinavian ports. So far they report that this service has not had the support expected in Canadian export trade, and the service has been maintained with full cargoes of grain and flour largely originating in the United States.

The company's Pacific service supplies fortnightly sailings between Vancouver and Yokohama, Kobe, Nagasaki, Shanghai, Hong Kong and Singapore. It is furnished by the S.S. Empress of Asia, 17,000 tons; Empress of Russia, 17,000 tons; Empress of Japan, 6,000 tons; Monteagle, 6,000 tons; Mattawa (freight only), 4,874 tons, and Methven (freight only) 4,852 tons.

In the $10,000 prize contest recently conducted by the manufacturers of the "Everready Daylo," hundreds of thousands of replies were received. They were sent in from all parts of Canada and the United States and from several foreign countries. It is expected that the judges, the art editors of *Life*, will require at least three months to select the 104 prize-winners.

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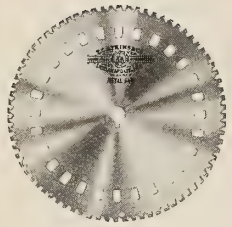
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Making Employees 100 Per Cent. Efficient*

By A. A. BUREAU

Manager Industrial Relations Department, Morris & Co.

ONE of the great problems to-day before the industrial committees of big industry is the finding of the exact place physical examinations should occupy in the selection of employees. In the past we have hired men upon the basis of education or skill. In this day, when physical examinations (army and industrial) are so common, we are beginning to realize that there is still another great factor in the hiring and placing of men. A man's mental alertness, soundness of judgment, or efficiency and skill in his trade depends, to a large extent, upon his physical condition. A man in poor health is like a dirty machine. He cannot make his body respond quickly in the face of impending danger. Also, he cannot do his best regardless of how good the working conditions may be. As to safety, an abnormal man is never 100 per cent. mentally or physically alert. As such, he decreases the safety of his fellow-workers. Accidents are costly misfortunes, both in human suffering and cold cash. As to efficiency, anything less than his best is a decrease in the production of that department. The loss in production caused by the physical health of one man, when multiplied by many such men, soon can make a marked difference in the total amount of production for the plant. Therefore, the physical condition of the employees is an important factor; first, in the reduction of accidents, and second, in the cost of production.

Physical Examination Department.

Looking upon physical examinations as one means of controlling the number of accidents and the cost of production, I believe that the place of the physical examination department shall be looked upon more and more as an absolutely essential part in any well regulated industrial organization. Also there will, as time goes on, be more emphasis laid upon the grading of workers as to their physical fitness to perform the work of the particular job for which they are hired. In industries where there are no physical examinations, they will be required, and in industries now conducting such, the work will be done with more care and precision.

Physical examinations as now conducted in army, civil, or industrial life, are to keep out the physically unfit from that particular organization. The army refused the imperfect man, the life insurance company rejects the poor risk, and the industrial organization turns down the man liable to be injured at his work. Then we have the just passable class in industry which may be in the unfit class of to-morrow. Our physical examinations accordingly, in the future, must take on a broader scope—in other words, if they are to serve the community and industry as a whole they must build up some form of reconstruction work to be followed among their employees.

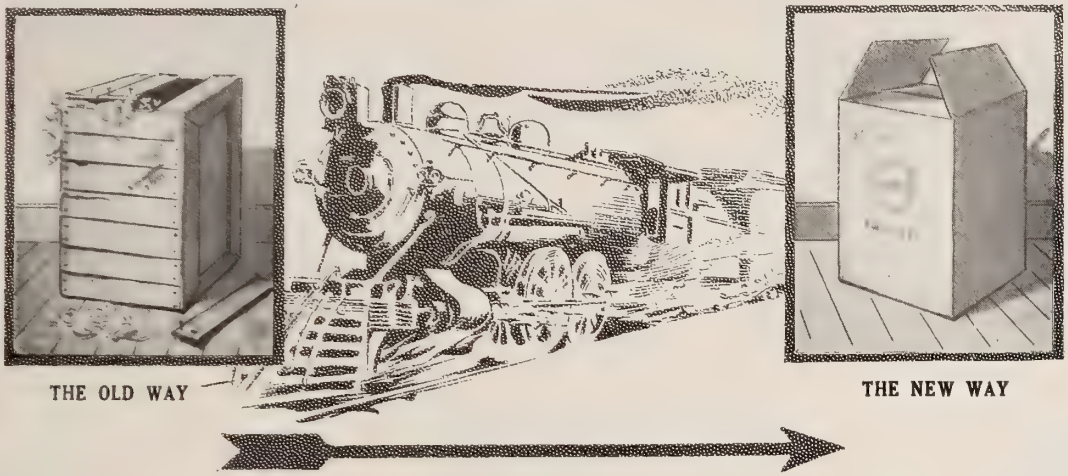
In this brief introduction, we have seen the reasons why physical examinations have a place in industry, a glimpse of what their future must be, and a birds-eye view of their present status.

Now let us examine step by step how we provide for the safety of our employees in the elimination of the unfit and in our medical reconstruction.

The first step in the elimination of the unfit takes place in the employment office. It is the duty of the employment

*Address delivered before the Ninth Annual Safety Congress, Milwaukee, October 1st, 1920.

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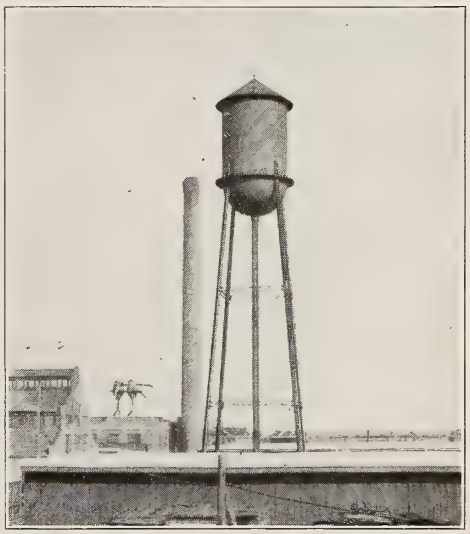
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manager to hire those he deems good risks of industry—that is, men who have the necessary strength and energy to safely perform the duties of the jobs open, and to pass up the run-down and physically unfit otherwise. This may seem a divergence from the subject, but it is a very important step and must not be overlooked. The doctor's office is not then made a weeding-out station. The doctor must ever stand as the friend of the plant workers. In fact, he must take the place of the employer, as the caretaker of his injured employees. In the olden days, in case of accident, the boss went personally and looked after his hired man. But the times and conditions have changed with the rise of big industry. In his examinations, the examining physician must stand as a reconstructionist, if confidence is to be placed upon his advice for the physical upbuilding of the one examined. If the doctor's office is seen as their true friend in the time of their physical disability, there can be no more powerful influence in the getting of the good will of the employees. Therefore, the doctors should be called upon to reject very few men, in fact, only in case the disabilities are hidden. The employment manager must be held strictly accountable for the class of men he hires. It makes a much better impression with labor to pass up a man than to have him rejected because he cannot come up to the company's set rule. Under no circumstances should the employment man be allowed to pass the buck to the doctor's office for the rejection of all the unfit.

Test for Fitness.

After the hiring of the applicant ultimately comes the physical test for fitness. The examinations may be conducted immediately and before the man goes to his job or after he has been on his job for a few days. We examine our men after they have gone to work. Several obvious reasons present themselves for this procedure. First, it is easier to induce the men to go to work. They do not have ever in their mind that immediately following the acceptance of the job they will have to be subjected to a physical examination—a thing ever repulsive to the workers. This way they will be given a chance to see if they like their job and want to stay with it. Our experience is that the men don't mind the physical examinations so much after they are hired. In fact, a refusal is a rare thing. These are usually among the ignorant whites.

Second, the examinations can be made more thoroughly and will be of greater benefit to the employees. Our big hiring day is Monday. The rest of the week is slow in comparison. Thus, if the doctor had to examine all of Monday's applicants on Monday, he could do nothing else but give them a very superficial examination. In very few cases could he actually take time to give advice. If the doctor has more time, he can advise each one personally. Also, he will have only as many as he can handle by calling the applicants from their work.

Third, examinations on which the doctor can spend time and give adequate counsel create loyalty to the company, and give the man a view that the company doctor is a real friend, not one who does just as little as possible because he is a company doctor.

The calling of the men up to the doctor's office is an ordinary matter of routine. First, the time office furnishes a list of the additions, transfers, and take-offs from the payroll to the examining physician's clerk. Then he makes up a list of the men required for examination. The record card of those transferred is automatically renumbered and refiled. The record cards of the take-offs are removed from the live file and placed in the dead file. The list of the unexamined is sent to the different foremen by a messenger boy

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Our Distillery at Corbyville, Ontario,—the largest Industrial Alcohol plant in the British Empire—is fully equipped and thoroughly organized to serve manufacturers who use Methylated Spirits or Denatured Alcohol.

We will be pleased to place at your disposal the advice of our chemists in regard to the use of specially denatured alcohol. One of these formulas may prove more suitable in your business than that which you are now using.

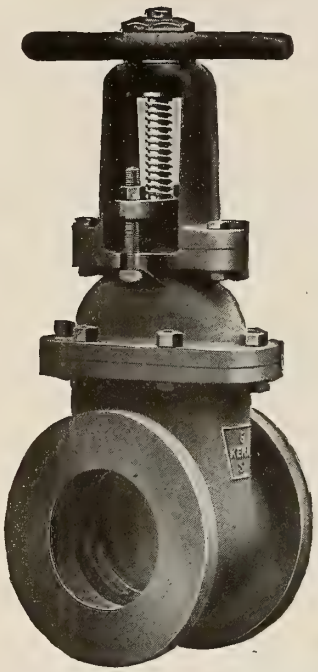
We also manufacture Ethyl Alcohol, Cologne Spirits, Fusel Oil and Non-Potable Alcohol.

All orders received by us will be given the prompt and careful attention that only an organization such as ours can give.

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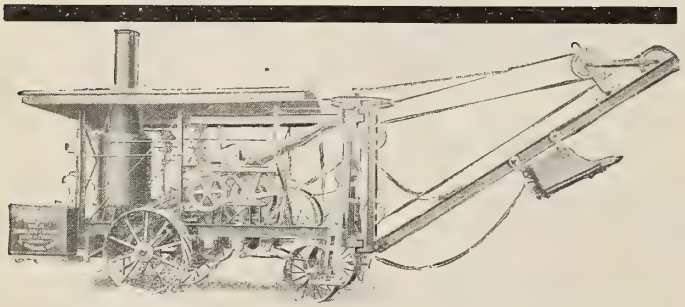
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who goes to each and notifies him of the men he is to send to the doctor's office that day. The foreman gets a duplicate copy of the list and puts his name on the original list to show that he has been duly notified, and he is thus held responsible for sending those men to the examining room that day as he can spare his men. With each man is returned an O.K. card to show the foreman that the man has been to the doctor's office, examined and accepted.

Method of Examination.

The examinations are conducted more or less on the army style. We have the applicant remove his clothing. Every irregularity is diagnosed and noted on his record card. The examinations are thorough in every respect. Then at the bottom of the card we note our opinion of the safety risk and fitness of the applicant.

During the month of July we made some rather broad studies of our physical examination findings, based upon the record cards of 855 men. It rather startled us at first to find so many defective men; however, in a study made by a life insurance company, it reported only a little over two per cent. of the men they examined were found perfect. Out of this 855, we found sixty-eight men, or 8 per cent. had some defect of the hand or arm, such as amputated fingers, stiff joints, rheumatism, cut tendons, etc. Thirty-three men, or approximately 4 per cent., has some defects of the feet, as bunions, deformed toes, amputations, etc. Fifty-eight men, or about 7 per cent. possessed some varicose veins which, in most cases, are not now serious but will, in old age, be a very serious annoyance. Two hundred and sixty-two, or 30 per cent. were afflicted with flat feet. This includes from slight to extreme flat feet. One hundred and fourteen men, or 13.4 per cent. had some form of organic heart disease. Seventy-seven, or 9 per cent., possessed a hernia, either umbilical, single or double inguinal hernia. Seventy-six men, or 9 per cent., had piles. Nine men, or 1 per cent., were found to be blind in one eye. Taking 20/40 as a basis for poor vision, sixty-five were found to have poor vision in one eye, and ninety-seven, or 11 per cent., to have poor vision in both eyes. Also we found sixteen other defects of the eyes, such as strabismus, cataracts, nystagmus, ulcers of the eye, etc. Six men were found with some form of venereal diseases. In most of the cases, the defects were minor and did not affect the efficiency of the worker to any great extent. However, they make him liable to accidents.

Percentage of Defects.

In a more recent examination at our car shops of one hundred and eighty-two men, we found fifty-five defects, which made the men employed in a more or less risk to the company. Of this number of men we classed one hundred and forty-two men as good safety risks. Thirty-four men as fair safety risks—that is, they were passable, and six were classed as poor risks, or below the standard to be employed.

The causes for which we reject men are: First, contagious diseases of various sorts, such as venereal diseases, tuberculosis and skin rashes and eye diseases. Second, poor safety risks. This includes those who are more or less a safety risk to the plant, endangering their own well-being or that of their fellow employees. In this class are hernias, very poor vision, paralysis, fits, and the like. When possible, we place this class of men in positions that do not require the same energy or strength as the ordinary job. Third, the physically undesirable, those who should not work at some particular class of work. This includes the weak-lunged in the fertilizer or hair house, rheumatic people in the pork room, tripe room, freezers, where there are wet and cold

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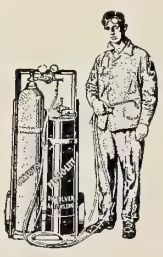
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conditions. In most of these cases we try to find something else open in our plant where this individual may work without injury to his health.

Our physical reconstruction work may be divided into three different classes: First, medical advice (*a*) advice regarding simple medical treatment which they can do for themselves, and (*b*) advice as to the work which they can and cannot perform to their physical well-being. Second, medical and surgical aid. Third, advice and instruction as to free dispensaries.

Adivce Given.

For minor medical cases we often write a prescription. In many cases we recommend something that the man can buy at the drug store at a very small cost. This applies to skin rashes of a non-contagious nature, bronchitis, colds, etc.

In the case of bad varicose veins we either recommend that the man have an operation for the same or wear a rubber elastic stocking.

In the heart cases we give these men advice as to what kind of work they can do with safety to their health and also general advice such as to avoid running upstairs and the like.

Our venereal cases are simply directed to go to a good physician and get a permanent cure, or go to a government or city dispensary and get the proper medical treatment there; also to avoid quacks. In no case do we allow them in the food producing departments.

For hernias we advise operations. The young man we especially recommend an immediate operation, while he is young and can easily undergo the operation. In the case of an old man we recommend that he get a truss. In all cases, we require either an operation or the wearing of a truss before they come back to work.

Also, we find a lot of men who have not been vaccinated, especially among the colored. Here we require vaccination either by their own doctors or the examining physician.

In case of failing vision we lay strong emphasis upon their securing of the proper glasses for their eyes. If they haven't the money to purchase the same, we send them to a certain eye dispensary where they only have to pay for the lenses.

The amount of ignorance prevailing among the ordinary workman is appalling as to where he can get free medical attention without cost or expense to himself. In most cases, this free medical attention is far better than he could afford. In the large cities there are hundreds of free dispensaries for every kind of an ailment—dental, eye, operative, skin, lung, medical, etc.

Many workmen have serious defects often unsuspected by themselves. Many come in who have no idea as to the condition of their lungs, others as to their heart, etc. Most workmen do not realize the seriousness of having a hernia. We question them about it and advise the proper treatment, and they will come back invariably with the statement that it has never bothered them. Many would rather quit their job than buy and wear a truss. Many do not suspect at all that they have a hernia, in fact, good-sized hernia, until it is brought to their attention. One case especially, the old colored man, said to the doctor, 'I got a swelling and I'se been putting everything on it, salve and poultices, and it won't go away." What he had was a hernia.

Then there should be physical examinations of the old employees at intervals to reveal if there is an approaching disease. Many a disease, if caught at the beginning, can be forestalled or warded off. The great trouble is that most workmen allow the disease to get a great hold upon them before seeking proper medical service. In fact, statistics show that 650,000 workmen die every year from preventible diseases.



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The finding of the unsuspected defects is the greatest good that can be derived from a physical examination department. Only in this way can the man, his company, or the community be able to help him in maintaining his good health. If for no other reason, this aid to the individual employee will justify the existence of physical examinations in every industrial organization. Then the placing of men in jobs according to their strength and energy often saves the loss of life and limb. The saving of one life is worth the necessary expense of a whole department.

In conclusion, I wish to say that the hiring of men under a physical examination system is the only way of intelligently employing men. When the employer does not know the fitness of his men or the men do not know their own fitness, it is as though the blind hired the blind. Second, that physical examinations are not conducted to bar men from industry, but place them where the safety of their own well-being is not endangered. Third, that by the examination system only can the employer get at his men to carry on any kind of physical reconstruction work among his employees. Fourth, from the viewpoint of efficiency, physical examinations are essential. To industries where they do not place their men according to their physical fitness, weak help is paid for very heavily. Fifth and last, from the viewpoint of safety to the employees, physical examinations are not only absolutely essential, but should be required by the community for its own protection. No industry, because of its lack of oversight over its employees' physical condition, has a right to turn out men upon the community crippled and inefficient to be more or less a public charge.

Physical examinations pay from every point of view, safety, efficiency, humanitarian, and cold cash.

The Shortage of Alcohol

Advisory Council for Scientific and Industrial Research Issues Important Statement

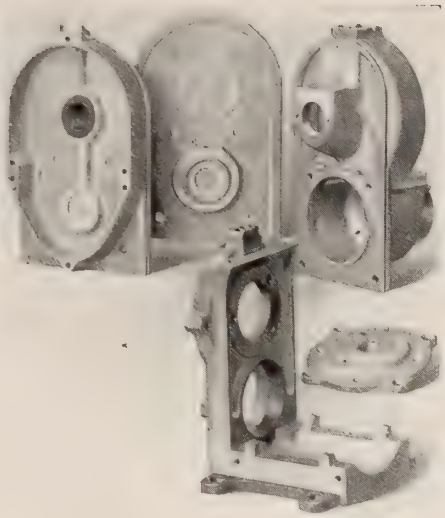
At the last meeting of the Research Council, a summary of the situation with regard to the supply of industrial alcohol was authorized for publication. There is a shortage in Canada of alcohol for power and industrial purposes and this shortage threatens to be world-wide in extent. It has been found to be due to under-production, and in Europe to the scarcity of the raw material from which alcohol is made. In the United States it is already developing as a result of the operation of the Volstead Act, and the production does not now approach the consumption for industrial purposes, the remainder consumed being drawn from the stored supply, which will within a year or two be exhausted.

The supply of alcohol in Canada, through the operation of prohibition acts of various Provinces, has in the past three years very considerably decreased. The wholesale price in Canada and the United States is in consequence double what it was in January last, and it is likely to go much higher.

In Great Britain methylated spirits is selling at more than five shillings a gallon, that is more than three times the price in 1914. This will operate seriously against certain industries which require denatured alcohol for manufacturing purposes, and a large number of such industries are in Canada.

The Research Council is of the opinion that the distilleries in Canada can be turned to the production of alcohol in order to meet, as far as possible, the demand at home and abroad. It is considered that plants now idle, if uesd for the purpose, will give satisfactory returns for the next ten years at least,

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and meet an urgent need in certain industries which otherwise may become acute.

A change in the regulations governing the denaturing of alcohol for industrial purposes has been made with a view to making industrial alcohol available to the arts and industries at a more reasonable price than the present. Circulars are being sent out by the Department of Inland Revenue, authorizing the manufacture and sale, without restrictions, of a new grade to be known as grade 2 benzol. The denaturants used in this are benzol, nitro-benzol, and pine oil. The cost of these denaturants will be very small as compared with the cost of methyl alcohol, which was formerly the only denaturant allowed to be used.

The cost of the denaturant was responsible in a large measure, it is stated, for the high cost of industrial alcohol, and therefore a committee composed of three members from the Department of Inland Revenue, with two from the Research Council, held several meetings to decide on the form of a new and cheaper denaturant to be allowed. This has now been set forth in the circulars which are being issued from the department.

While nine distilleries have been licensed for the manufacture of industrial alcohol, it is stated that only two have yet begun the work, but it is expected that within a short time several distilleries will be manufacturing industrial alcohol, which has been spoken of as the successor of gasoline as a motor fuel.

The operation of the Volstead Act in the United States has also reduced the output there, and it is stated here that United States distilleries are now producting only 66 per cent. of their needs, so that there is little hope for relief by importation, and the supply in Canada will be short until more distilleries are turned in to the new work.

Accepts New Position

John R. Davidson Leaves Hugh C. MacLean Co. to Join Western Retail Lumbermen's Association

John R. Davidson, who for the last few years has been managing editor of the Hugh C. MacLean Co., Ltd., Winnipeg, publishers of *The Commercial*, *The Western Lumberman*, *The Western Canada Contractor*, and *The Western Canada Coal Review*, has resigned that position, and will on October 1st become affiliated with the Western Retail Lumbermen's Association, of Winnipeg, where wider scope presents itself for his long editorial experience. Trade journalism will not be entirely lost to Mr. Davidson, for included in his new work will be the management of the Association's new magazine, *The Prairie Lumberman*, which is the house organ of the retail lumber dealers in Western Canada, being published monthly. Fred. H. Lamar is secretary of the Western Retail Lumbermen's Association, with offices at 406-9 Scott Block, Winnipeg.

According to D. B. Dowling, Dominion geologist, the most extensive explorations for oil ever undertaken in the West, save by the Imperial Oil Company, will be conducted next year by the Whitehall Oil Company of England. The company is composed of a group of British capitalists, of whom Lord Cowdray is the chief. A number of experts from the Dominion Geological Survey Branch have been loaned to the company and are making extensive surveys in the foothill area of Alberta and also up in the extreme north. A great deal of machinery and drilling equipment will be introduced. next spring.

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Deaths Among Prominent Manufacturers

Henry B. Smith

President of the Dominion Sugar Company, Limited, Dies Suddenly at Chatham, Ontario

Henry B. Smith, president of the Dominion Sugar Company, Limited, and for years a leading lumberman, died at Chatham, Ontario, early in the morning of September 25th. Mr. Smith had come to Chatham to attend a directors' meeting, but was atacked by acute indigestion, which proved fatal. He was about seventy-two years of age.

John MacFarlane

Former President of the Canada Paper Company, Limited, Dies at the Age of Seventy-Nine

On Monday, September 27th, the death of John MacFarlane occurred at the residence of his son, D. H. MacFarlane, Westmount, Quebec. The late Mr. MacFarlane was for many years identified with the paper manufacturing industry in Canada, and, at the time of his retirement from active business in 1912, was president of the Canada Paper Company, Limited.

Mr. MacFarlane was born 79 years ago at Fort Erie, Ont. He was educated in Montreal and worked as a clerk in two or three paper firms, finally joining Angus and Logan of which the Canada Paper Company, Limited, is a development. In 1880 he opened a branch of that company in Toronto, where he lived for eighteen months. He became a partner in the firm and eventually president. He was at one time mayor of Westmount, and a school commissioner.

Three sons, Douglas, Arthur, and David H. MacFarlane survive, and two sisters, Mrs. C. G. Godwin, of Ste. Anne de Bellevue, and Mrs. F. B. Francis of New York. Mrs. John MacFarlane died in 1914.

W. T. Whitehead

Connected With Cotton Manufacturing Business for Many Years, Dies at Montreal

By the death of W. T. Whitehead, which occurred recently at his late home in Montreal, the cotton manufacturing business loses one of its leading members. Mr. Whitehead had been associated with textile factories throughout his business career. In 1899 he promoted the Colonial Dyeing and Bleaching plant and the Mount Royal Spinning Company, both of which are now owned and controlled by the Dominion Textile Company. He was also interested in the organization of the Wabasso Cotton Company at Three Rivers.

Mr. Whitehead was a member of several clubs, including the Mount Royal, St. James, Forest and Stream, Hunt Club and Montreal Jockey Club. In addition to his widow, he is survived by his son, T. Ross Whitehead, vice-president of Whitehead, Winans, Limited, of which firm he was president; by two younger sons, W. T. Whitehead, junior, and Robert Labatt Whitehead, and by a daughter, Mrs. Geo. Drysdale Drummond, of Montreal. Mr. Whitehead's eldest son, Capt. Ward Whitehead, was killed in April, 1915, while serving with the 13th Battalion in the second battle of Ypres. Mr. T. Ross Whitehead also saw active service with the Royal Flying Corps in France and Italy.

H. W. Welsh, former manager in Sherbrooke, Que., for the E. & T. Fairbanks Company, Limited, and latterly manager of the scale department of the Canadian Fairbanks-Morse Company, Limited, at Montreal, has been appointed manager of the MacKinnon Steel Company, Limited, at Sherbrooke.

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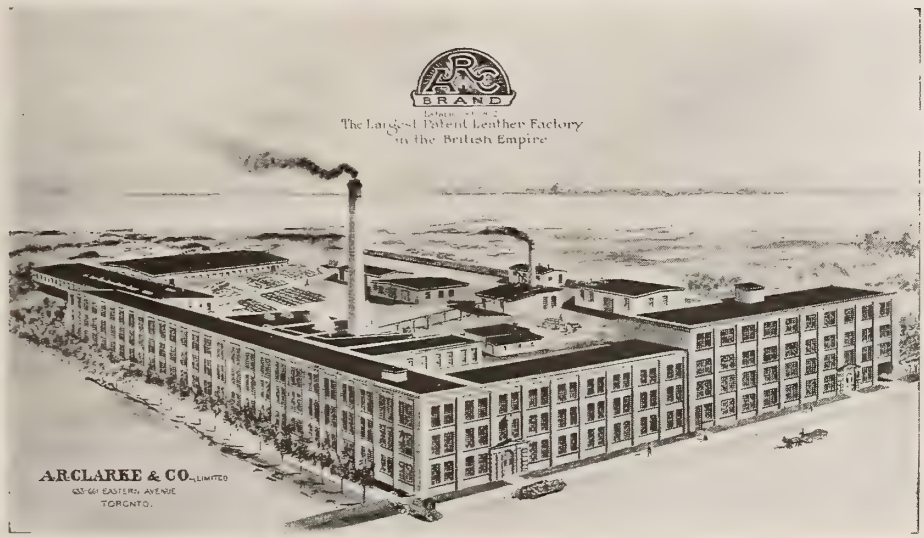
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Winnipeg is a thriving City, offering great opportunities to manufacturers.

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New Single Phase, 110/220 volts, 1500 r.p.m., 25 Cycles.

1 1 h.p. Century.
2 2 h.p. Peerless.
5 ½ h.p. Wagner.
1 ½ h.p. Century.

25 Cycles, 110 volts *only*.

1 1 h.p. St. Louis, with switch.
2 ¼ h.p. St. Louis.
1 ⅛ h.p. Menominee.

New Single Phase, 110/220 volts, 1800 r.p.m., 60 Cycles.

1 1 h.p. Wagner.
1 1 h.p. St. Louis.
1 1 h.p. Westinghouse.
1 2 h.p. Wagner.
3 ½ h.p. Wagner.

60 Cycles, 110 volts *only*.

5 ¼ h.p. Ohio.
1 ¼ h.p. St. Louis.
2 ⅓ h.p. Menominee.

Second-hand, Single Phase, 60 Cycles, 1200 r.p.m.

3 ½ h.p. T.H.E., 110/220 volts.
1 ½ h.p. Royal, 110 volt, 1800 r.p.m.

Second-hand, 25 Cycles, 550 Volt Motors.

1 25 h.p., 750 r.p.m., Ball-bearing Motor, with base, pulley, starter with NVR.
1 18 h.p. Lancashire, 750 r.p.m., base, pulley, starter with NVR.
1 7½ h.p. Fairbanks, 750 r.p.m., base, pulley, starter with NVR.
1 3 h.p T.H.E., 1500 r.p.m., base, pulley.

Toronto and Hamilton Electric Co. Limited
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Join Hands with the Canadian Forestry Association

A COUNTRY-WIDE Educational Union of 11,000 citizens endeavoring to promote the national welfare through (1) the protection and proper management of Canada's forest assets, in order to perpetuate the timber resources for all time, and (2) the development of tree planting on the bare prairies and in our towns and cities.



Membership is open to all. Annual fee $2, including subscription to the Illustrated Canadian Forestry Magazine, a non-technical and highly interesting monthly. If you like trees, you'll enjoy the Forestry Magazine.

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Suite 224, Jackson Building . . OTTAWA

Some Points About Trade With the Orient

British Columbia Business Men, Recently in China, Discuss That Market From the Standpoint of Canadian Exporters, and Give Good Advice

INCREASING interest is being shown in the possibilities of extending Canada's trade with the Orient, a subject of particular moment to members of the C.M.A. resident in British Columbia. From time to time business men from the coast province venture across the Pacific and make a personal study of conditions in the Oriental market, giving on their return impressions of their trips. Recently two Vancouver men made the journey and gave out very interesting interviews to the press when they got back home. One of these was Robert Kelly, managing-director of Kelly, Douglas & Co., Limited, and the other J. Fred Sanders.

Interviewed by the *Vancouver World*, Mr. Kelly had the following comments to make regarding the trade outlook with China:—

"Canada has as good an opportunity in the Orient as any country, and a far better reception is liable to be awarded the Canadian commercial man over there, than those of other nations, because Canada is essentially British and therefore enjoys in advance, so to speak, the confidence given by foreign nations and races to the British.

"I went over to the Orient with a view to making a preliminary survey of the situation, and with the idea of going after some of the trade that the Americans are getting away from us. It was certainly disappointing to see how comparatively little attention was being given to Oriental trade by Canadian exporters. Compared to the efforts which others are putting forth, notably the Americans, and even the Belgians and Italians, Canada's efforts in this direction are very small.

Huge Waiting Market

"But Canada has no greater opportunity in the field of foreign trade, than in China. There is a huge waiting market for certain lines of Canadian produce. When one considers that in China there are 500,000,000 consumers, or possible consumers of a tremendous amount of merchandise which we can supply, it is most amazing that no concerted effort has been made by Canadian business men to get a share of this trade."

Mr. Kelly found the Chinaman to be a shrewd trader, but a man of principle, and one whose word is as good as his bond. He found them largely interested in the possibilities of trade relation with Canada, but somewhat discouraged because in some instances their courteous inquiries mailed to Canadian houses had been treated with indifference, or ignored entirely.

In discussing what Canada should do to win her full share of this trade, Mr. Kelly pointed out that, in China, business is done on a different system to that in general practice in Canada.

Should Visit China

"The first step which the Canadian exporter should take, is to visit the country. He should familiarize himself with conditions over there, and adapt himself to those conditions. The Chinese like to do business in their own way, the way their fathers and forefathers for generations back have done business. For instance, there is no use in quoting prices on goods f.o.b. Montreal or Winnipeg. The Chinese want c.i.f. quotations on goods at Shanghai, or Hongkong, Canton or

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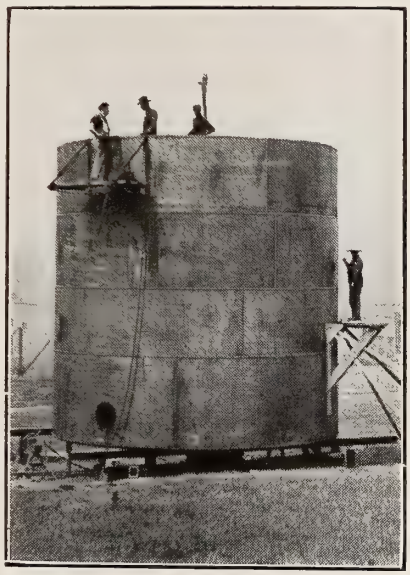
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Locomotive Turn Tables. Roofs, Steel Buildings and Structural Iron Work of all Descriptions

Pekin, or at some of their other great cities and ports. They feel that we can better quote that way, than they can order our way, buying at Montreal, Winnipeg or Vancouver, and leaving to the Chinese the business of figuring out shipping, customs, etc.

"Another important point to recognize is the fact that confidence is largely the basis of trade with the Chinese. If they know you, have done business with you in the past, have received courteous treatment and full value for their money, they will do business with you again, and so long as you treat them fairly, it will be very hard to win your trade away from them.

"Many exporters have learned this lesson all too late. The Chinese merchant cannot be treated with indifference, but must be considered carefully, and his trade built up by good, careful business administration.

Joint Trade Exhibits

"Another thing to consider is the advisability of a joint trade exhibit in some of the leading seaports and cities over there. If our Government would become energetic in looking after Canadian business in China, and if our manufacturers would better support the Government representative over there, and build up a reputation in China for high business probity and integrity, I see every reason to think that in China Canada would quickly build up a tremendous trade. But if we make no effort to win a share of this trade, we will not get it. Nothing doing, you know, is the result of doing nothing."

From Another Viewpoint

Mr. Sanders' comments were given in the course of an interview with John P. McConnell, appearing in the *Vancouver Sun*. Mr. Sanders had the advantage of a six months' stay in Shanghai.

The Chinese market, he declares, like all things Oriental, must be understood. The methods, the merchants, their practices and their prejudices must be known to the trader who would win their confidence and a share of their trade. Confidence is, first and foremost, the preliminary requisite to trade with a Chinese merchant. But once that confidence is established the Chinese become steady and loyal customers, very difficult for a competitor to win away.

Their standard of commercial honor is universally high. A Chinese merchant's promise is as good as his written bond in most cases. His "can do" settles the matter. When he says "can do," it means he will do and further elucidation is unnecessary.

On the other hand he expects the same standard of business probity from those with whom he deals. Once he is deceived it is rare that his confidence can be regained.

A Shrewd Trader

Mr. Sanders says there is no shrewder trader in the world than the Chinese merchant. He is extremely conservative and shy of making new connections. That is one of the reasons why entry into the Chinese market is a delicate operation requiring tact, skill, and above all, an intimate knowledge of the Chinese point of view and the conditions under which he will trade.

Mr. Sanders went to Shanghai in the interests of the B.C. & Overseas Trading Company, Ltd., which he organized here for the purpose of developing trade in products of both countries.

In Shanghai he found that the Canadian manufacturers were giving very little support to the efforts of Dr. J. W. Ross, the Canadian trade commissioner, of whom Mr. Sanders speaks in very high terms; Dr. Ross has done a great deal

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Grocers' Sundries
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Also Toys, Novelties, Tags and Advertising Signs

Well packed is half sold
Make your containers advertise you

Office and Works:
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towards furthering interest in Canadian goods but has had little or no co-operation from the manufacturers.

At present the trade is divided among the British, American, Belgian, French and Japanese. Italy is also well entrenched. But Canada is a cypher. The existence of Canada is unknown to many.

Many Inquiries

Yet in the short time he was there Mr. Sanders received inquiries for many lines of goods made in Canada, among them the following: Canned fruit, canned milk, canned vegetables, soap, baking powder, glass, boxes, paper, several lines of machinery, rubber hose, boots and shoes, leather, aspirin, flour, hardware, furniture fittings, asbestos, lumber products, galvanized iron, biscuits, chocolates, sugar, candy, stoves, hams, bacon, caustic soda, cheese, butter, brass beds, steel bars, pipes, sheet lead, sheet iron and ready-made houses.

Orders for all these lines are available whenever samples and prices are submitted and Mr. Sanders estimates that not less than $4,000,000 worth of business is in sight at this moment.

Permanent Exhibit

Several handicaps to the development of Canadian trade are mentioned by Mr. Sanders, besides lack of knowledge and the absence of sample exhibits. Too much carelessness has been shown in the past on filling orders. It is absolutely essential that shipments be fully up to sample. Nothing will more quickly undermine the confidence of a Chinese merchant than to find the goods shipped to him have fallen short of the samples from which he bought.

Another point is that quotations should be c.i.f. Shanghai, not f.o.b. at the Canadian factory. If the Canadian manufacturer will reflect that his facilities for figuring transportation costs, insurance, etc., to China are much better, as a rule, than those of a Chinese merchant to figure charges f.o.b. say Woodstock, Ont., the reasonableness of that condition will be manifest. Furthermore, it must be remembered that British and American manufacturers quote on that basis.

And again, Canadian manufacturers have made a bad impression in some quarters by failing to answer correspondence. The Chinese merchant is sensitive to slights of this sort, and even if the Canadian manufacturer is not interested in the market the courtesy of a reply to an enquiry is at least due to the writer of it.

Should Follow up Sales

Another way in which Canadian manufacturers have fallen down is their neglect to follow up initial shipments. There is considerable business to be had from merchants who have had shipments but have not been asked to repeat their orders. The Chinese merchant, like any other, must be drummed for trade until ordering becomes a habit.

Mr. Sanders points out that a permanent exhibit of goods is too expensive an undertaking for any one firm, and for that reason the Dominion manufacturers should follow the example of the British, who grouped a fund for the purpose. The results, however, were so good that after the exhibit was established it was immediately self-supporting.

Huge Market Awaiting

Speaking of the volume of the market available, Mr. Sanders points out that China's population is 500,000,000, and, while there is some poverty, thrift and industry are the rule. The classes among whom Canadian goods could be sold would doubtless several times exceed in number those of Great



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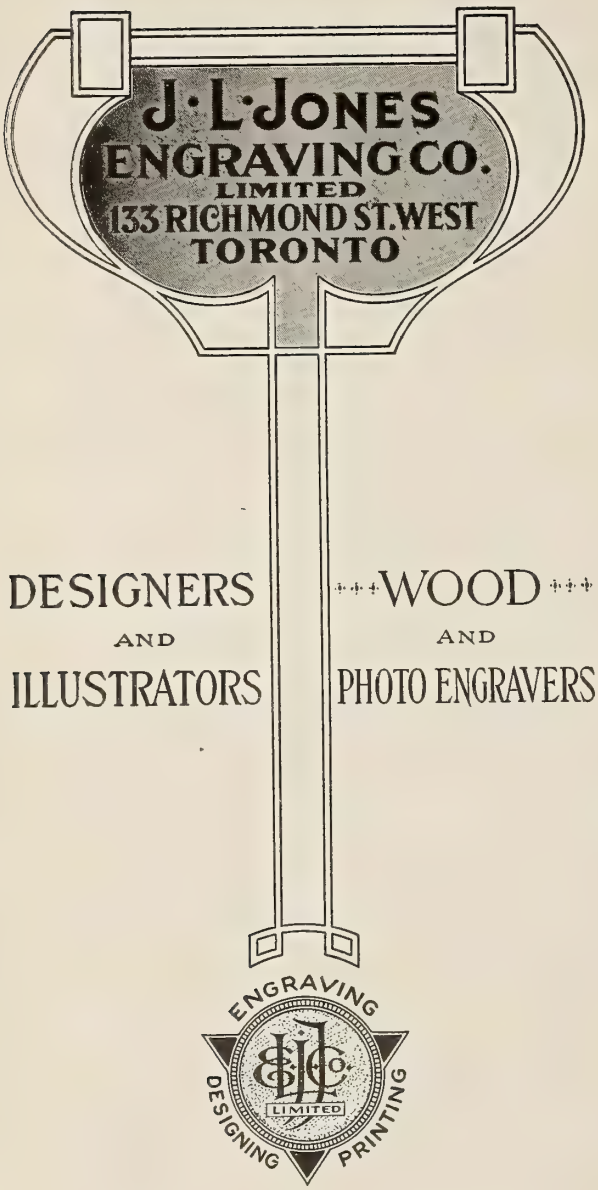
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AXES, HAMMERS, WRENCHES
CANADA
FOUNDRIES & FORGINGS, LIMITED
BROCKVILLE, CANADA

"Spend your dollar in Canada—and see it again"



Britain and the United States combined. The possibilities of such a market can hardly be estimated.

In China there is a quick response to advertising. Probably in no country in the world can a brand be more quickly popularized by advertising than in China. There are many large daily and weekly newspapers printed in both English and in the vernacular.

A Canadian Post Office

Canadian business in Shanghai, too, is handicapped by the postal facilities. Canada should have her own postoffice in Shanghai which would give her a very big advantage over other countries doing business there, owing to the fact that Canada possesses the fastest steamship lines operating between the Orient and this continent. The situation is this: Mail direct to Canada is 5 cents—to the United States 2 cents, and through the Chinese postoffice 10 cents, per letter. As the C.P.R. liners owing to their greater speed and fewer calls, make the trip in 11 to 12 days shorter time than the Japanese ships carrying the American mail, Mr. Sanders says Canada could practically monopolize the mail to Canada even at 3 cents, if a Canadian postoffice were established in Shanghai. As every American mail carries 900 to 1,000 sacks of mail, the Canadian postoffice could derive a handsome revenue besides demonstrating a big superiority over her competitors in Shanghai. The moral effect would doubtless reflect very advantageously upon her trade in that port.

In conclusion Mr. Sanders says that if Canada wants to trade in China her manufacturers must get busy and go after it. It's there to be had but it is not going to come and sit on the lap of people who wait for it to come to them. The European countries, the United States, and Japan have strong representation in the country now.

Advantage of Being British

Canada being British has an advantage over most other countries, for Great Britain has for long years been trading in China and the British have won the confidence of the Chinese as they do everywhere in foreign trade. The Chinese have confidence in British methods, British goods and British people. Canadian manufacturers have therefore a ready-made sentiment in their favor and all they have to do is to live up to the business standards established by the British in order to share in the trade.

No one can deny the importance of a foreign trade to this country. It is not only a patriotic duty which Canadian manufacturers owe their country, but it is a great economic necessity for the prosperity of the people of the country to develop a foreign trade. A finer opportunity for the development of a big foreign market cannot be found than that now offered in China.

The Thurston and Flavelle Company, who operate large saw mills at Port Moody, B.C., have recently taken over the management of the Brunette Saw Mills and will continue to operate them as heretofore, principally for supplying the Canadian market with fir, hemlock and spruce lumber, and box shooks. A certain quantity of lumber and box shooks will also be manufactured for export.

The lumber mill of the Continental Lumber Company, Limited, at River Charlo, New Brunswick, was destroyed by fire in the afternoon of Friday, September 24. Outbuildings of the mill and some large lumber piles in the yard were also burned.



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In a new form

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In Tins containing ⅓lb. 50¢

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Toronto, Ontario

Branch Office: MONTREAL, QUE. Works: HAMILTON, ONT.

Ontario Division

Members Who Have Been Elected to the Various Standing Committees of Division

At a meeting of the Ontario Division Executive, held in the Association's offices on September 10th, 1920, the following Standing Committees were appointed:

EDUCATIONAL COMMITTEE

Geo. Brigden	Brigdens, Ltd.	Toronto.
T. F. Monypenny	Imperial Varnish & Color Co., Ltd.	Toronto.
W. H. Scott	Livingston & Scott	Toronto.
H. W. Fleury	J. Fleury's Sons	Aurora, Ont.
G. M. McGregor	Ford Motor Co. of Canada, Ltd.	Ford, Ont.
G. C. Cockshutt	Slingsby Mfg. Co., Ltd.	Brantford, Ont.
Frank Whitton	Steel Co. of Canada, Ltd.	Hamilton, Ont.
H. J. Waddie	Canadian Drawn Steel Co., Ltd.	Hamilton, Ont.
F. R. Close	Duncan Lithographing Co., Ltd.	Hamilton, Ont.
H. S. Robertson	The Geo. McLagan Furniture Co., Ltd. (Box 274)	Stratford, Ont.

LEGISLATION COMMITTEE

J. G. Hossack	Massey-Harris Co., Ltd.	Toronto.
T. F. Monypenny	Imperial Varnish & Color Co., Ltd.	Toronto.
Thos. Roden	Roden Bros., Ltd.	Toronto.
Frank Kent	Seaman Kent Co., Ltd.	Toronto.
Geo. C. Coppley	Coppley, Noyes & Randall, Ltd.	Hamilton, Ont.
F. S. Hodgins	The Williams, Greene & Rome Co., Ltd.	Kitchener, Ont.
A. W. White	The Geo. White & Sons Co., Ltd.	London, Ont.
G. H. Waterous	Waterous Engine Works Co., Ltd.	Brantford, Ont.
M. R. Meldrum	The Herbert Morris Crane & Hoist Co., Ltd.	Niagara Falls, Ont
Geo. Day	M. Beatty & Sons, Ltd.	Welland, Ont.

TRANSPORTATION AND POWER COMMITTEE

C. H. Carlisle	Goodyear Tire & Rubber Co., Ltd.	Toronto.
J. G. Perrin	Willys-Overland Co., Ltd.	Toronto.
G. C. Cockshutt	Slingsby Mfg. Co., Ltd.	Brantford, Ont.
C. H. Waterous	Waterous Engine Works Co., Ltd.	Brantford, Ont.
W. Cowan	Cowan & Co., Ltd.	Galt, Ont.
T. J. Dillon	Canada Foundries & Forgings, Ltd.	Welland, Ont.
A. Kinzinger	Kinzinger, Bruce & Co., Ltd.	Niagara Falls, Ont
E. R. Blew	Spirella Co. of Canada, Ltd.	Niagara Falls, Ont
Fred Hatch	The Hatch Mfg. Co., Ltd.	Whitby, Ont.
Wm. A. Richardson	The Peterborough Canoe Co., Ltd.	Peterborough, Ont
T. D. McFarlane	McFarlane-Douglas Co., Ltd.	Ottawa, Ont.
J. Sinclair	The Barrie Tanning Co., Ltd.	Barrie, Ont.
W. R. Dunn	International Harvester Co. of Canada, Ltd.	Hamilton, Ont.
F. W. Dean	Steel Co. of Canada, Ltd., The	Hamilton, Ont.
Henry Bertram	The John Bertram & Sons Co., Ltd.	Dundas, Ont.

PUBLICITY COMMITTEE

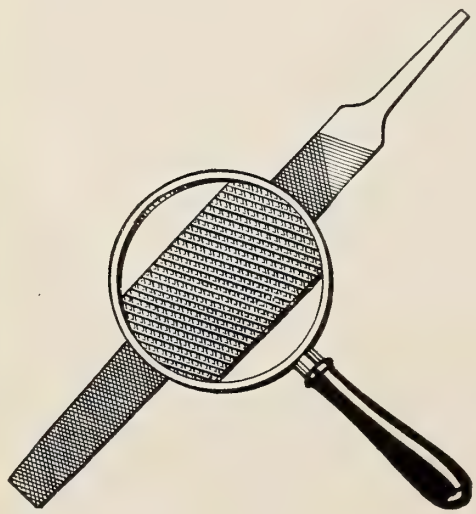
J. F. M. Stewart	Point Anne Quarries, Ltd.	Toronto.
Geo. Brigden	Brigdens, Ltd.	Toronto.
C. H. Carlisle	Goodyear Tire & Rubber Co., Ltd.	Toronto.
Wm. Inglis	John Inglis Co., Ltd.	Toronto.
John Millar	Lever Bros., Ltd.	Toronto.
W. R. McNeil	Bird & Son, Ltd.	Hamilton, Ont.
R. T. Kelley	John Bull Mfg. Co.	Hamilton, Ont.
John C. Notman	The McKinnon Dash Co.	St. Catharines, Ont.
E. Worth	Bonner-Worth Co., Ltd.	Peterboro, Ont.
Fred H. Gray	The Ives Modern Bedstead Co., Ltd.	Cornwall, Ont.
J. F. MacKay	Willys-Overland Ltd. (Chairman, Publishing Committee)	Toronto.
J. J. Gibbons	J. J. Gibbons, Ltd. (Gen. Advt. Agents)	Toronto.

Transportation Committee

Personnel of the Committee Announced for the Current Association Year

At a meeting of the Transportation Committee, held in the rooms of the Association on Thursday, July 15th, 1920, the following additional members were elected to the committeee:

W. L. Miles	Willys-Overland, Ltd.	Toronto.
Louis Fine	M. Wittal	Montreal, Que.
Chas. R. Brown	Canadian Drawn Steel Co., Ltd.	Hamilton, Ont.
Wallace Campbell	Brunner, Mond Canada, Ltd.	Amherstburg, Ont
T. R. Deacon	Manitoba Bridge & Iron Works, Ltd.	Winnipeg, Man.
A. H. Brittain	Maritime Fish Corp., Ltd.	Montreal, Que.
P. H. Falter	Can. Electro Products Co., Ltd.	Montreal, Que.
George T. Dunn	Canadian Steel & Wire Co., Ltd.	Hamilton, Ont.
Fred M. Beatty	Midland Woodworkers, Ltd.	Midland, Ont.
R. Scarfe	Scarfe & Co., Ltd.	Brantford, Ont.
W. I. Thomas	Royal Broom Co.	Ingersoll, Ont.



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They do a clean job, and they give long service before wear is apparent. They have been the standard for over fifty years.

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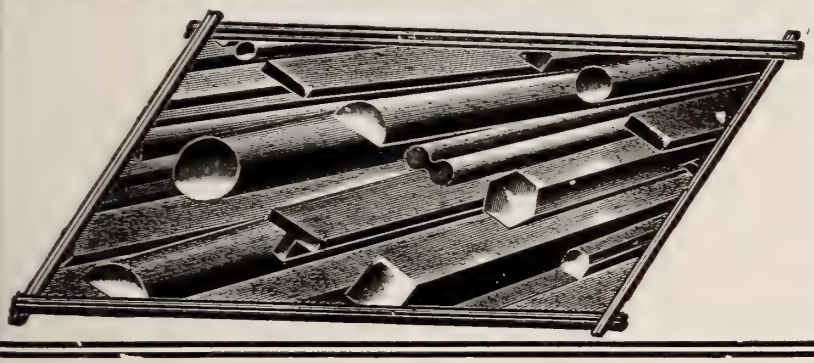
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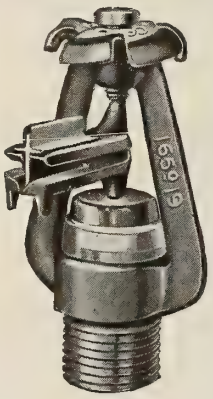
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those ever-faithful watchmen who never strike or go to sleep. Night or day the water starts when the fire starts—automatically.

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Than any other wheels on the market



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Harold E. Goodhue	Eastern Townships Lumber Co., Ltd.	Sherbrooke, Que.
R. W. Bishop	Bishop & Pringle	Owen Sound, Ont.
A. H. Thorpe	Wm. Davies Co., Ltd.	Toronto.
N. Boyd	Gutta Percha & Rubber, Ltd.	Toronto.
W. Jackson	The Jackson Mfg. Co., Ltd.	Clinton, Ont.
F. A. Nancekivell	Ford Motor Co., of Canada, Ltd.	Ford, Ont.
W. G. Bennett	Bennett & Messecar Co., Ltd.	Mille Roches, Que.
G. M. Stearns	Lake Megantic Pulp Co.	Lake Megantic, Que.
Chas. A. Moore	Stratford Mfg. Co., Ltd.	Stratford, Ont.
F. L. Hewes	Rubberset Co., Ltd.	Toronto.
H. M. Belfour	British American Shipbuilding Co.	Welland, Ont.
W. Gordon	Steel Trough & Machine Co., Ltd.	Tweed, Ont.
W. H. Miner	Miner Rubber Co., Ltd.	Granby, Que.
A. D. Huff	Riordon Pulp & Paper Co., Ltd.	Montreal, Que.
Wm. E. T. Mason	Mason, Gordon & Co.	Montreal, Que.
F. W. Dean	Steel Co. of Canada, Ltd.	Hamilton, Ont.
R. P. D. Graham	Goodyear Tire & Rubber Co. of Canada, Ltd.	Toronto.
W. R. Ingram	Swift Canadian Co., Ltd.	Winnipeg, Man.
C. G. Sheldon	Humberstone Coal Co., Ltd.	Edmonton, Alta.
C. A. Lusby	Amherst Foundry Co., Ltd.	Amherst, Ont.
S. R. Parsons	British American Oil Co.	Toronto.
Geo. Henderson	Brandram-Henderson, Ltd.	Montreal, Que.
H. R. Silver	H. R. Silver, Ltd.	Halifax, N.S.
Angus McLean	Bathurst Lumber Co.	Bathurst, N.B.
T. H. Estabrooks	T. H. Estabrooks Co., Ltd.	St. John, N.B.
J. R. Duncan	Vulcan Iron Works	Vancouver, B.C.
J. E. Hall	Vancouver Milling & Grain Co.	Vancouver, B.C.
J. J. Plommer	Clayburn Co., Ltd.	Vancouver, B.C.
Chas. O. Shaw	Anglo-Canadian Leather Co., Ltd.	Huntsville.
Chas. Waterous, Jr.	The Waterous Engine Works Co., Ltd.	Brantford, Ont.
Henry Bertram	John Bertram & Sons Co., Ltd.	Dundas, Ont.
J. H. Baetz	Baetz Bros. Furniture Co., Ltd.	Kitchener, Ont.
A. S. Capwell	Canadian Blower & Forge Co., Ltd.	Kitchener, Ont.



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Design used by publishers of the B.C. Trade Review, Vancouver, to impress on their readers the desirability of buying Made-in-Canada Goods.

An Effective Design

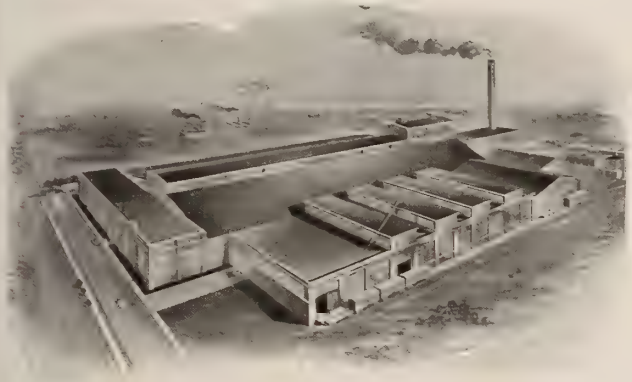
More Made-in-Canada Propaganda Being Carried on in British Columbia

Attention was directed in the August issue of INDUSTRIAL CANADA to the campaign in the interests of Made-in-Canada buying by the Vancouver Board of Trade. As part of this campaign, the accompanying illustration will be of interest. It is a cover design used by the B.C. *Trade Review*. The flag was printed in colors and the idea of keeping Canadian money at home was emphasized by the illustration of the man holding down a pile of bills on the map of Canada.



For Wire Rope of Durability
use
"DOMINION"

The Dominion Wire Rope Company, Limited
Head Office: Montreal Branches: Toronto, Winnipeg

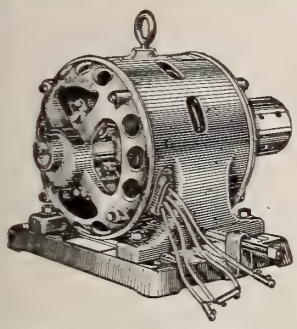


SHAFTING

Cold Drawn, Cold Rolled
Turned and Polished Steel
FINISHED KEYS

The Canadian Drawn Steel Co., Ltd.
HAMILTON, CANADA

JONES & MOORE ELECTRIC CO., Limited
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MOTORS
Manufactured to 50 H.P. Repairs to all makes.

Century

Single phase motors in stock.

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For Anything in
Wire Bale Ties, Barrel Hoops
WRITE US

The Laidlaw Bale-Tie Co., Limited
Factories and Head Office: HAMILTON, CANADA
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LEAD PIPE



WHITE METALS ONLY
Largest Makers in the World

HOYT METAL COMPANY
MONTREAL TORONTO WINNIPEG

Book Reviews

Two Books of Reference

The Annual Financial Review, Canadian, 1920. Compiled by W. R. Houston, Toronto: Houston's Standard Publications. $8.00.

This comprehensive volume keeps pace with the steady growth of Canada's financial and industrial undertakings. There are published in the 1920 volume no fewer than 202 statements of industrial corporations, a striking increase over 1919 and previous years. To anyone who wishes to have complete information at hand regarding the organization, capitalization, financial position and stock market record of the principal Canadian manufacturing companies, this book of 840 pages is invaluable. In addition to industrials, the review deals with assurance companies, banks, loan and mortgage companies, light and power companies, mining, navigation, railway and telegraph companies and trust companies.

The style followed throughout is probably the best that could be adopted for a work of this kind and it would be difficult to find omissions of any importance. Very complete information is given as to capitalization in each case. Directors and officers are enumerated; transfer officers and auditors are named and the dividend record recorded. The balance sheet of the previous year is printed complete, together with the directors' report. Finally tables are appended giving the stock market record of the securities of the company. There is, of course, no comparison of statements covering a period of years, but all such information is available in the earlier volumes of the series.

Canadian manufacturers, who wish to keep posted on the financial position of the Dominion's industries or to have information at hand on this subject, will find the *Annual Financial Review* most serviceable.

The Canada Year Book, 1919. Published by authority of the Right Honorable Sir George E. Foster, G.C.M.G., M.P., Minister of Trade and Commerce, Ottawa. Dominion Bureau of Statistics.

The latest edition of the *Canada Year Book* continues to sustain its reputation for being a handy work of reference. Moreover, unlike many books of reference, it has much material that is interesting reading. The first seventy-three pages are devoted to a history of the war by Brigadier-General E. A. Cruickshank, who is director of the Militia Department's historical section. It is remarkable how much history has been condensed into that limited space.

The usual statistics are given, information on production, trade and commerce, transportation and finance occupying the greater part of the book. Of particular importance to manufacturers are those tables dealing with trade and commerce. Here the exports and imports of Canada are arranged in different categories and for different periods, so that almost any desired piece of information may be easily found.

Other sections are a chronological history of Canada from 1497 to 1919, a description of the country's geographical features, educational statistics and an account of Dominion legislation for the preceding year. The value of the book for purposes of reference is increased by a complete and accurate index.

CANADIAN CARBONATE LIMITED

HALIFAX, MONTREAL, TORONTO, HAMILTON
WINNIPEG, CALGARY, VANCOUVER

Manufacturers of

"CROWN BRAND" LIQUID CARBONIC ACID GAS



Penmans



Underwear, Hosiery and Sweaters
Laundry, Pulp and Papermakers' Felts, Blankets
Lumbermen's Socks, etc.

Factories at

PARIS, THOROLD, PORT DOVER, ALMONTE AND BRANTFORD, ONTARIO
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Doon Twines
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Manufacturers of
TWINES AND CORDAGE
CLOTHES LINES
PLOW LINES, etc.

We have a new line of Hemp Twine which we especially recommend for either light or heavy parcelling.

Our goods are made in Canada from the raw material. Assist the development of our country by buying Made-in-Canada goods.

MILLS AT DOON AND KITCHENER

The
MONTREAL COTTONS
LIMITED

MANUFACTURERS OF

WHITE VICTORIA LAWNS

WHITE NAINSOOKS

and

DYED COTTONS

OF EVERY DESCRIPTION

Always Reliable

YOU can buy Butterfield Taps wherever there is a dealer who sells the higher grades of machine shop hardware.

BUTTERFIELD TAPS



are as staple as wheat. Wherever you buy them you will always find them absolutely reliable. The name "Butterfield" on the shank is a guarantee of quality.

Made in Canada by

Butterfield & Co.

Division Union Twist Drill Co.

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The Original and Only Genuine

¶BEWARE OF IMITATIONS SOLD ON THE MERITS OF—

Minard's Liniment

Office and Laboratory: Yarmouth, N.S.
Branch Factory: St. John's, Newfoundland

To Attract New Industries

Canada's Possibilities; prepared by the Foreign Trade Department of The Royal Bank of Canada; Montreal, 1920.

In some sixty odd pages the Royal Bank of Canada presents a statement of this country's actual and potential attraction for manufacturers and business men of the United States. The booklet gives in clear and concise form the essential facts about our great resources in agricultural and forest products, minerals and water-power.

The preferential trade agreements which make Canada an advantageous place to locate an export branch of a factory are clearly stated. The financial position of the country is summarized. Information is given on the income, business profits, excise and luxury taxes. The form of government, banking facilities, labor, railroads and ports are all described. With the statistics which form the appendix the publication is an excellent advertisement for this country and should be useful in attracting United States branch factories to Canada. Another edition containing much the same material will be issued for circulation in the United Kingdom.

Buffalo Standard Heaters

Another Catalogue of Equipment Made by Canadian Blower & Forge Company, Limited

Catalogue number 460 of the Canadian Blower & Forge Company, Limited, of Kitchener, and the Buffalo Forge Company, deals with the types of Buffalo Standard Heaters. Like many publications of this company, it has been prepared for the use of architects and engineers. The information contained has been arranged in tables and graphs so that the solution of various heater problems is readily accessible. Tables for Vento cast-iron low-pressure heaters have also been added through the courtesy of the American Radiator Company.

Talks on Safety

R. B. Morley, General Manager of Ontario Safety League Speaks in Ottawa.

Before the Kiwanis Club of Ottawa on October 1st, R. B. Morley, general manager of the Ontario Safety League, delivered an address on "Accident Prevention." Mr. Morley stated that more than 1,300 violent deaths had occurred in Ontario during the past year, or an average of about 25 per week. He expressed the opinion that every accident was preventable and dwelt at length on the fact that loss of life or limbs was a serious blow to the community through the wiping out of assets or earning power on the part of the victim. Ottawa is to hold a safety week from October 10-16, with a Fire Prevention Day on October 9.

The Imperial Oil Company at Foco, B.C., is making good progress with its townsite scheme for employees. Contracts have already been awarded for the construction of the first 90 homes, and work will commence on these at once. It is the intention of the company to erect at least 500 houses in the new town, each with ample garden allowance, and the employees will have the opportunity to become sole owners of the properties on long date terms of easy payments.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, NOVEMBER, 1920 No. 7

Editorial Comment

A Call to French-Canadians

IT is matter for satisfaction to observe the firm stand that has been taken by the press and people of Quebec on the tariff question. Our French-Canadian fellow-citizens have long been noted for their industrious habits. French-Canadian artisans have played an important part in the development of New England industries, and now that important industries are springing up all through Quebec, they are doing their share to make these a success. In fact, Quebec is making such progress, with its abundant labor resources and its plentiful supply of power, that other parts of the Dominion must look to their laurels.

During the tour of the Tariff Commission through the West, the newspapers of Quebec devoted considerable space to reporting the hearings. In fact, their reports often outdid those of Ontario newspapers in the completeness with which they were prepared. And in their editorial pages, with but few exceptions, strong support was accorded to the protective principle. What, for instance, could be more outspoken than this appeal of *L'Evenement*:—

"Do not let us commit ourselves to an alliance that is opposed to nature, in line with the enemies of that wise policy followed by Sir Wilfrid Laurier himself, who, during the fifteen years that he was in office, persistently maintained a customs tariff greater than that which exists to-day." After pointing out that there are advocates of protection all over Canada, even among the farmers of the West, *L'Evenement* proceeds to say:—"Among the advocates of free trade the egoistical idea of wholly subordinating the welfare of the Dominion to the whims rather than to the well-recognized interests of the wheat growers appears in full force. It is not only free wheat that these speculators demand; they want a radical change in our economic system, imbued with a mercantile Americanism far more than with Canadian patriotism. They are tired of having to reckon with Toronto, Montreal, Quebec, St. John and Halifax, a share of their commercial transactions. The heart of these traffickers does not lie in this country, but in the wheat pit of Chicago. Not being attached to Canada, they have no regard for a policy which has been the cause of the growth of magnificent towns along the length of the great lines of transport across the country. They do not want to wait for the days to come when Winnipeg will be larger than Minneapolis and Montreal a busier city than Chicago."

The Late E. G. Henderson

IN the death of E. G. Henderson, President of the Canadian Salt Co., Limited, the Association loses one of its best-beloved members. Few men taking an active part in the work of the organization won for themselves a higher place in the esteem of their fellows than did he. A gentleman in the truest sense of the term, his presence in any gathering always lent an air of distinction to the company, while his conversation was invariably informed and enlightening. He made and held friends, and very widespread was the regret expressed at his demise.

Mr. Henderson rose to the Presidency of the Association several years ago, and filled the office with ability and devotion. His interest, however, did not die out when his term expired. Though living many miles from headquarters, he continued to be a regular attendant at executive council meetings, and it is perhaps safe to say that no member of council has had a better record, all conditions considered, for attendance than he. He was that unfortunately rare person, a man who could be depended upon.

It is gratifying to INDUSTRIAL CANADA to be able to publish in this issue several tributes to the memory of Mr. Henderson contributed by colleagues on the Executive Council. These all indicate how sincere was the sorrow felt when the news of his death was despatched

from Montreal, and how high a place he held in the estimation of his fellow members. He has left behind him, for the emulation of the membership, a model of what true service to the Association should be.

Our Adverse Trade Balance

THE Dominion of Canada Bureau of Information in New York, which is under the direction of Col. John A. Cooper, makes interesting use of United States trade returns in showing the extent of Canada's trade with the Republic. It may be news to some to know that Canada is now Uncle Sam's second best customer, a position previously held by France. For the eight months ending with August the Dominion bought $100,000,000 more goods from the United States than did France. Great Britain is, of course, the largest purchaser of American goods, but even at that Canada's purchases are equal to fifty per cent. of those of the Old Country, while we buy twice as much as all the countries of South America combined.

Canada continues to be a larger buyer than seller in American markets. In August this country bought goods to the value of $89,244,247, but only sold $59,503,588 worth. For the eight months ending August, United States purchases from Canada were $363,687,617, an increase over 1919 of nearly $70,000,000, but her sales to Canada amounted to $667,588,481, an increase of over $220,000,000. The trade balance is on the wrong side, and that in spite of tariff, adverse exchange and other obstacles. It is clearly a demonstration of what would happen to Canadian industry were the importation of American manufactured products to be facilitated by a reduction in the tariff.

Praise from British Expert

BELITTLERS of Canadian manufactured goods, who can conceive that no good thing can come out of a Canadian factory, will have to pause and take notice when they hear that no less an authority than Professor Alfred Barker, of Leeds University, one of the foremost textile experts in the world, credits Canadian woollen mills with averaging up to the best of the Yorkshire mills. It began to glimmer on the minds of the doubters during the latter years of the war that not only were Canadian textile mills turning out goods more cheaply, but they were actually making better goods than could be imported. More recently witnesses before the Tariff Commission bore testimony along the same lines.

It is encouraging to hear Professor Barker, after a close personal study of the Canadian textile industry, give such unqualified praise to its standing. With regard to woollens, he says:—"Some few Yorkshire mills are better; many very much worse. The machinery employed in Canada is frequently up-to-date. Labor was obviously considerably treated. From four to sixteen automatic looms were being followed by a weaver according to the type of work being dealt with. Styles projected in Canada are often quite satisfactory, but developed a cloth structure. The color skill which plays such an important part in the Yorkshire and Scotch woollen trade is not markedly in evidence. This, however, would be one of the easiest difficulties to overcome if Canada seriously sets out to improvement on the excellent start already made by her pioneer manufacturers."

Professor Barker looks forward to a great development in the hosiery industry, in which Canadian manufacturers are pushing ahead with great enterprise. As for the cotton industry, he declares that it is a mistake to suppose that this industry is restricted in Canada by climatic conditions; in fact, he says there is a greater difference between the valleys and hilltops in Yorkshire as regards spinning atmosphere than there is between many Yorkshire and Canadian mills.

Alberta Manufacturers Protest Legislation

IT was surely reasonable ground for the manufacturers of Alberta to take before the Committee of Inquiry appointed to report on the Factories Act of the Province when they urged that Alberta should not be called upon to make innovations at the possible expense of local industries. As was pointed out in the brief presented by Mr. C. A. Pratt, Chairman of the Medicine Hat Branch of the C.M.A.: "Fair conditions cannot be different in different Provinces in connection with the same industries and the industries in one Province are subject to direct competition by the industries in another Province, with the result that any Province that seeks to embody restrictions which are not imposed in competing Provinces, works a great hardship not only on the manufacturers of the Province, but on the workers as well by driving work, which would otherwise be done in that Province, to other Provinces."

The manufacturers of Alberta are facing attempts in the way of labor legislation, which they feel are going to be prejudicial to the interests of industry in the Province. There is, for example, the effort to establish minimum wage legislation for adult male workers; the unusual provisions of the Factories Act with regard to shifts, and the regulations covering the employment of child labor, which are in advance of the other Provinces. While not hostile to any proposals making towards the betterment of industrial conditions, the Alberta manufacturers feel that it would be not only unfair, but prejudicial to their interests, if they were required to take the lead in such matters, especially when national labor conferences have laid down the principle that progress should be uniform throughout the Dominion.

This point was brought out clearly by Mr. C. G. Robson, Chairman of the Edmonton Branch of the

C.M.A., when he appeared before the Commission. He declared that "The Canadian National Conferences have been unanimous in recommending that all Provinces of Canada should proceed along similar lines and enact uniform legislation. . . . Labor legislation should not as a rule embody special features which have not commended themselves as the best practice to workers' associations and employers' associations as a whole, and particularly in a Province like Alberta, where industry is very gradually coming into its own. Employers should not be subject to restrictions which are not even asked for by organized workers in other provinces and countries."

More Overseas Visitors are Coming

OF recent months there has been quite a noticeable increase in the number of visitors to the Association offices from the overseas dominions and foreign countries. The Commercial Intelligence Department is becoming more widely known as a clearing house of information about Canada and its industries, and business men coming to the Dominion from other countries with the object of forming connections with Canadian manufacturing and commercial establishments are naturally gravitating towards this Department. It is gratifying to know that the work of the Department is proving of value, not only to the men who come from overseas seeking information, but to those Canadian companies with whom they are placed in touch.

The visitors are coming principally from South America and the West Indies, with a small number from Australia and New Zealand. It is significant that the South Americans are beginning to look to Canada as never before for their requirements in the way of machinery, flour, textiles and other manufactured goods. They all report that Canadian goods are wanted, and that a receptive market awaits our products. Let it be hoped that manufacturers will take advantage of the markets opening up for them, and will do nothing, either through neglect, indifference or carelessness, to hinder the growth of South American business.

Housing Conditions in Canada

IT is a disquieting picture that is painted by *Social Welfare*, the official organ of the Social Service Council of Canada, in its special housing edition of October 1. Gathered together in this number are a series of reports prepared by medical health officers and social service workers in the principal cities of the Dominion from Sydney to Vancouver. Their combined testimony goes to show that the housing shortage is reaching almost intolerable proportions, that there is apparently no relief in sight, and that serious results will accrue to the social and physical welfare of the nation if steps are not taken to remedy the unfavorable conditions.

The discouraging feature of the whole situation seems to lie in the futility of the remedies already suggested. We read of the failure of the Housing Commission in Montreal to achieve results, and of the lack of support accorded to the efforts of the Housing Commission in Toronto. Practically all schemes attempted so far to provide housing, other than by ordinary methods, seem to have failed. And the ordinary methods are being neglected because of the high cost of building.

Social Welfare, after painting the picture of slum conditions prevailing in our cities in lurid hues, declares that even revolution in its full physical significance would be justified in the light of such revelations. It appeals for toleration, understanding, sympathy and co-operation. At least one writer urges manufacturers to take a personal interest in the housing of their employees and by the creation of garden cities and the like to do something worth while towards the solution of the problem.

The Supply of Industrial Alcohol

A LETTER has been received from the Canadian Industrial Alcohol Company, Limited, Montreal, directing attention to the editorial appearing in the October number of INDUSTRIAL CANADA, headed, "The Shortage of Industrial Alcohol." The letter expressed surprise that we should have represented that there was a shortage of supply, and made the statement that the Canadian Industrial Alcohol Company had plenty of alcohol to fill requirements and were also in a position to give prospective buyers prompt and efficient service.

They submitted the following as the true situation concerning the supply of industrial alcohol in Canada:

"1. There is no shortage of industrial alcohol in Canada at the present time, and there hasn't been any shortage within the recollection of the management of this Company or its predecessor.

"2. While it was difficult to secure raw material during the war, and on occasions since the termination of the war, nevertheless we have always had sufficient alcohol on hand to take care of our customers' needs.

"3. The capacity of our distillery is approximately 500,000 imperial proof gallons per month, or 6,000,000 gallons per annum. The total consumption of alcohol in Canada for methylating and industrial purposes does not exceed 2,000,000 imperial proof gallons, so that our distillery alone can take care of the entire needs of the country for a year's time by operating to capacity for a period of only four months.

"4. While there has been an ample supply of newly made alcohol for industrial purposes, there has been a shortage of Canadian manufactured two-year-old alcohol for medicinal purposes since the fall of 1919. This shortage was caused by the restricted manufacture of alcohol during the war, when it was found necessary to conserve grain. The shortage still exists and, as a consequence, large quantities of such alcohol has been, and is now being, imported into this country, chiefly from the United States and Cuba. The law requires that alcohol manufactured in Canada for this purpose

must be aged for two years before being sold, but there is no such restriction on alcohol manufactured in any other country, when imported into Canada. As a result of this one-sided law the Canadian manufacturer of alcohol is prevented from selling in this country what any foreign manufacturer is permitted to sell. This strange anomaly was recognized by the Canadian Government during the last session of Parliament by amending the law so that the Governor-in-Council might at any time suspend the operation of this law. Although four months have elapsed since this amendment was passed no relief has so far been given the Canadian manufacturers in this respect by the Government, however, the matter is now under consideration, and it is expected that some action will be taken in the immediate future."

So far as INDUSTRIAL CANADA's editorial references to the supply of alcohol were concerned, it should be explained that they were based entirely on information issued by the Advisory Council for Scientific and Industrial Research, and were not the result of any personal investigation of the subject. We are glad, therefore, to give our readers the information supplied by the Canadian Industrial Alcohol Company, Limited, which throws a much more encouraging light on the situation.

The Power Shortage in Central Ontario

DURING the past month or two manufacturers in the Central Ontario District have been experiencing a serious shortage of power, which has had the effect of interrupting and delaying industrial operations to a most irritating extent. The trouble has extended to all points using power supplied from the Central Ontario or Trent Valley system of the Ontario Hydro-Electric Power Commission, and has been particularly apparent in the larger industrial centres like Peterborough, Belleville and Oshawa.

Correspondents of INDUSTRIAL CANADA in Peterborough and Belleville bear testimony to the seriousness of the situation. Writing from the former point, a prominent manufacturer says:—"Our industries are closed every fourth day, which, as you will appreciate, is a very decided handicap on some of them, particularly the milling companies—the Peterborough Cereal Co. and the Campbell Milling Co. The textile industries have also been hit hard, as well as the metal working shops." A Belleville manufacturer adds:—"Our local industries were entirely cut off from using power for over a week, and have not had their full supply of power for about a month. Companies in this district suffered some loss by reason of goods sold that could not be delivered for lack of power and a falling market, hence cancellations."

The basic cause of the trouble appears to have been the unprecedentedly low water in the Trent River basin. A heated controversy has arisen, however, between the Hydro-Electric Power Commission on the one hand and the officials of the Dominion Government on the other hand, as to the regulation of what water is coming down the river. The Hydro claims that water is being held back unnecessarily by the Government, and that if a normal flow was permitted there would be no power shortage. To this contention the Government officials reply that they are letting down as much as can safely be allowed in order to ensure a sufficient supply during the winter months. An hydraulic engineering specialist sent to report by the Government gives it as his opinion that the water supply has been judiciously handled, and that the storage has already been drawn upon in favor of power up to a point beyond which it was inadvisable to go.

The Peterborough Branch of the C.M.A. held several meetings during the course of the trouble, at which representatives of both the Dominion Government and the Hydro-Electric Power Commission were present. The situation was thoroughly discussed, but neither side seemed willing to agree that the other was right. Engineers of the Hydro Commission put in a plea that the Dominion Government should allow one-tenth of a foot per week drainage in addition to the present flow, which would then enable them to come back to par on power production. The Government, however, took the position that if they did this the lake storage would be lowered to such a point that the winter and spring would hardly be able to bring it back to normal, and there would be a more serious power shortage later on.

At one time the Government offered to let down the one-tenth of a foot per week, provided all the manufacturers and other power users signed a release to the Government for any damages that might ensue. This proposal was not favorably considered, but later on the offer was modified to cover only damages that might be experienced by the power users themselves. This was accepted, and a petition was signed and forwarded. A gradual improvement in the situation, however, has altered the outlook, and it may not be necessary to resort to this method of relieving the shortage.

With the merits or demerits of the respective contentions, it is not our place to deal. We are aware that power users in the affected area are inclined to blame the Hydro-Electric Power Commission for contracting to sell more power than they are able to deliver in times of drought such as have recently been experienced. Be this as it may, it would certainly appear to be the part of wisdom to make every possible allowance for a recurrence of such stringency. A conservative policy in this regard is most desirable in the interests of steady operation of industry.

Power troubles, however, are not confined to the Central Ontario District. They are province-wide and apparently conditions will be worse before the corner is turned. The Power Committee of the Ontario Division is taking action and has already circularized the membership in the province with a view to obtaining all possible data on the situation.

A Devoted Member of the Association who Left his Mark on its Work

AN APPRECIATION

WIDESPREAD regret was felt throughout the membership of the Association when news was flashed from Montreal that Ernest George Henderson, president and general manager of the Canadian Salt Co., Limited, Windsor and an ex-president of the C.M.A., had passed away. His death removes one of the most devoted members of the organization and a citizen of Canada who had few peers. The cause of his demise was pneumonia, following a preliminary operation previously at the Royal Victoria Hospital for the removal of a supposed growth at the base of the brain. The operation was regarded as successful and improvement was marked, but unfortunately pneumonia set in and despite all efforts to save his life, death ensued.



The late Ernest George Henderson

Born Sept. 14, 1858, Died Oct. 13, 1920

From the columns of the *Windsor Sun*, the following account of the late Mr. Henderson's career is extracted. He was born in Holywood, County Down, Ireland, on September 14, 1858, the fourth son of the late Rev. Henry Henderson and S. Jane Henderson. He was educated in Hillbrook School and College, Belfast. Later he became an articled pupil to the engineer of the Belfast and County Down Ry., continuing this work for four years before his appointment to the position of assistant engineer of the Ulster division of the Great Northern Railway of Ireland. In 1883 Mr. Henderson came to Canada and was engaged on surveys and construction work on the main line of the C. P. R., and on re-measurement of certain sections of that railway north of Lake Superior where disputes had arisen between the C. P. R., and some of the contractors. In 1888 he was appointed assistant engineer of the C. P. R. at Toronto and later resident engineer at London. Under Mr. Henderson's direction the C. P. R. line between Windsor and London was constructed. Mr. Henderson left the employ of the C. P. R. in 1893 to superintend the construction of the plant of the Windsor Salt Works which was organized about that time by Sir William Van Horne and his associates. Mr. Henderson became, from the outset, general manager of the company and later was elevated to the presidency. Under his personal direction, the Canadian Salt Company, as the firm was called later, has become the greatest industry of its kind in Canada. With the salt plant in Windsor and the large chemical plant in Sandwich for the manufacture of caustic soda and bleaching soda by the electrolytical process (the only plant in Canada which does such work) the Canadian Salt Company has grown steadily—a lasting monument to the energy and ability of its president and general manager.

In spite of his heavy business responsibilities, Mr. Henderson found time to devote a great deal of attention to other interests. For many years he has been active in the affairs of the Canadian Manufacturers Association and served as president of that body in 1916. At the time of his death he was a member of the C. M. A. executive. He was for several years a member of the Windsor Board of Education and served as chairman and was at one time president of the Windsor Board of Trade and later a member of the executive of the Border Chamber of Commerce. As a member of the Essex Health Association, with the late Dr. Smith, former collector of customs, Mr. Henderson shared a large measure of the credit for the construction of the tuberculosis sanitarium at Union-on-the-Lake, destroyed by fire some months ago. Mr. Henderson was an Anglican and for more than twenty-five years sang in the choir of All Saints Church. He was also president of the choir. For the same length of time he was a delegate to the provincial and general synods of the church and a member of the executive committee. He was also a member of the committee named to compile a new hymn book and of the committee appointed for the revision of the prayer book. Only a few days ago Bishop Williams made the declaration that Mr. Henderson was of more value to the Anglican Church than any other man in Canada, bishops and rectors not excepted.

Mr. Henderson was intensely patriotic and devoted to the furtherance of every cause calculated to advance the interests of the British Empire. In the Sportsmen's Patriotic Association and the Soldiers' Aid he gave splendid service. The Children's Aid Society is another organization in which he was deeply interested. He was a delegate of the Chambers of Commerce of the British Empire held in Montreal. He was a member of the Canadian Society of Civil Engineers, the Institute of Civil Engineers of Ireland, the American Society of Mechanical Engineers and of several clubs. In politics he was a prominent Conservative.

Mr. Henderson had two sons, both of whom gave their services to the Empire. Lieut. Maurice Henderson, the younger,

was killed in action in 1916. Captain E. Brian Henderson, of the Royal Air Force, died of influenza in England in November, 1918. Captain Henderson's body was brought to Windsor for burial.

Mr. Henderson made a trip abroad in May of this year and on that occasion visited the grave of Lieut. Maurice Henderson in Belgium. He appeared, on returning, to be in his usual excellent health. About the middle of June, however, he was attacked with severe headaches and periods of dizziness. His condition was not considered serious and he continued at his office for some time. Later his illness became pronounced, ending eventually in his removal to the Montreal hospital.

Tributes from Former Associates:

The universal esteem in which Mr. Henderson was held is attested by the warm expressions of regard that have been received from former associates in the Executive Council of the Association.

President McKinnon

J. S. McKinnon, this year's president, writes: "The industrial life of Canada is poorer on account of the passing away of Mr. E. G. Henderson. He was a man of wise counsel and sound judgment and was a man among men. On different occasions I have seen him interject a word of wisdom and turn the subject of debate into proper channels when otherwise a complicated situation might have arisen. He had friends from the Atlantic to the Pacific who will miss him, and although his death will be greatly lamented, he left his imprint upon his day and generation, and his memory will be held in the highest respect and esteem."

Vice-President Fisher

W. S. Fisher, first vice-president, writes, "It is many years since I first met Mr. Henderson in connection with the work of the Canadian Manufacturers Association, in which he took such a keen interest. I always admired him for his out-spoken frankness as well as his uniform courtesy and kindness of heart and his passing out will be a great loss to our Association. My sincere sympathy goes out to his family circle in the great loss which they have sustained."

Vice-President Shaw

J. R. Shaw, second vice-president, says: "I was unaware of the fact that Mr. Henderson had been seriously ill so that the press announcement of his death in Montreal was a distinct shock to me. How we shall miss him in the Executive of the C. M. A.! His courage, his transparent honesty of purpose, his energy, his vision, his optimism, his ability, his loyalty were an inspiration to all those who came in touch with him.

"The late Mr. Henderson was an Irish gentleman with all that this implies; a captain of industry, a leader of men; a stout and vigorous churchman, and the father of gallant sons who died for their country in the late war. His memory will long be cherished by his friends who were legion, among whom I am glad to say I was numbered."

Ex-President Howard

T. P. Howard, ex-president of the Association, expresses his feelings in the following way: "'He has left his mark.' I know of no more appropriate epitaph to the late E. G. Henderson than this. Past President Henderson was, as every business man in Canada who came in contact with him knew him, the personification of commercial courtesy, courage and comradeship. Of his efforts on behalf of the Association little need be said. There he has doubtless left his mark more strongly imprinted than anywhere else, unless it be upon the hearts of his many friends

"During his regime of office the roots of the Association sank deep and strong into the soul of our commercial life. As a past president, I may say, I felt the strong influence of his work whilst I was in office. The end has come as it must to us all. The roll will be called hereafter and he will be missing, but his spirit in the Association lives on and our supreme tribute in very truth, I think, must be, 'He left his mark; he was a man.'"

Other Prominent Members.

S. R. Parsons, British-America Oil Co., Limited, an ex-president of the Association, sends the following tribute: "In the passing of Mr. Henderson Canada has lost one of her greatest industrial leaders and the Canadian Manufacturers Association a fearless and ardent champion. Well educated, refined, clear-headed, wise in counsel, strong in execution, fair in judgment, broad-minded in his views and relationships, with a high sense of honor and responsibility, he stood out as a prominent figure among the business men of Canada. He left his impress upon his generation and the world was enriched by his contribution towards its development and betterment. His splendid personality leaves a blank that will not soon be filled."

P. W. Ellis, another ex-president of the Association and active for many years in its affairs, writes: "I was greatly shocked to learn of the death of our comrade, Mr. E. G. Henderson, who until so very recently, appeared to us all, strong, healthy and vigorous as always. The death of no member of our organization could be more deeply mourned than that of our dear friend, an earnest worker, fearless debater, most considerate to those who held different views, who made a deep study of all matters of importance coming before our organization, always active, a Canadian through and through. Many of us will remember his splendid address at the annual meeting held in Hamilton, upon our duty to the Empire and the duty of our young people to respond to the call to arms, and to think that address was followed by the loss of his two boys was touching in the extreme.

"We will all carry with us the most pleasant memories of his loyalty to our organization and the spirit of camaraderie that was always present with him. Our hearts go out to his family at this trying moment."

Hon. E. J. Davis, Davis Leather Co., Limited, Newmarket, for many years a member of the Executive Council, writes: "I was shocked a day or two since to notice in the public press the death of E. G. Henderson, Esq., of Windsor, to most of us, I think, quite unexpected. He was still in the prime of life with comparatively a number of years of usefulness before him. He was a personal friend and colleague of mine for many years in connection with the Canadian Manufacturers Association. A man of broad business experience, conscientious and straightforward in all his methods, he inspired the utmost confidence in those with whom he was associated."

J. F. Ellis, ex-treasurer and a veteran member of the Association, says: "I considered Mr. Henderson one of the outstanding ex-presidents of our Association. His keen judgment and thorough appreciation of his position as president was a very valuable asset to the C. M. A. From my many interviews with him and active participation in the work of the Association, I found him an extremely lovable man whose advice and judgment had very great weight in every department of the Association's work. I feel that I have lost a personal friend in the death of Mr. Henderson."

J. H. Sherrard, another past president of the Association, writes: "The death of Mr. Henderson is a very great loss to our Association, and will be keenly felt by every member who has had the good fortune to know him personally. A gentleman of the old school; a man of high honor, splendid courage, excellent judgment and very fine courtesy."

Synopsis of Proceedings before the Tariff Commission in Western Canada

THE OCTOBER HEARINGS

Based on the Official Report

In the October issue the report of the hearings held by the Special Committee of the Dominion Cabinet appointed to hear representations in regard to the Canadian customs tariff was brought down to the end of September. In this issue we complete the report as far as the hearings in Western Canada are concerned. Our report is a condensation of the official stenographic report of the proceedings, and brings out the chief points made by the various witnesses.

LEAVING Nelson, B.C., where the fruit growers and local industries of that portion of British Columbia placed their views before the Commission, the Commissioners proceeded to Trail and there inspected the plant of the Consolidated Mining & Smelting Co., Limited. A session was then held in order to hear representation of officers of the company and members of the local Board of Trade.

TRAIL

October 1.—J. J. Warren, president of the Consolidated Mining & Smelting Co., Limited, appeared on behalf of his own industry. Mr. Warren dealt first with lead. The company's plant, he stated, had a capacity of 100 tons per day of refined pig lead, which is just about the quantity consumed in Canada in normal times. Prior to the war there was a duty of 15 per cent. This was supplemented until 1919 by the 7½ per cent. war tax. The U. S. tariff was 25 per. cent. In 1919, the 15 per cent. duty, plus the war tax, was removed and a specific duty of one cent per pound was imposed. The immediate reason for the change was competition from Mexico, which rendered an ad valorem duty useless. At present the Canadian lead producer was seriously menaced by Spanish, Belgian and German lead brought in from Great Britain.

Canada needed as much protection as the United States where lead plants are larger and costs are lower. The real difficulty was the exchange situation. Unless there was more protection or an embargo, Canadian producers would not be able to compete. A conference was suggested between the company's officials and representatives of the lead metal trades before definite proposals should be submitted.

Consumption of Copper

The normal consumption of copper in Canada in the form of ingots and wire rods was about 18,000 tons per annum. Of this about 6,000 tons are in form of ingots and 12,000 tons wire rods. While war was on, the company was induced by the British Government to install a copper refinery with capacity of twenty tons per day. This was never, and could not be, operated at a profit, because of small capacity. To supply Canadian consumers at a reasonable price it was found necessary to increase capacity to between sixty and seventy tons a day. Contracts were entered into with the Canada Copper Corporation under which railway and power lines were built and smelter enlarged.

Tariff on Copper

Prior to 1919 there was no tariff on refined copper, but the war tax of 7½ per cent. applied. At the 1919 session a duty of 1½ cents a pound was imposed. No duty, however, was collectable on wire rods imported by manufacturers who drew them to wire in their own plants. Unless an adequate duty was imposed, it would not be possible for the company to produce wire rods and supply the Canadian demand because of the limited capacity of the plant as compared with U. S. plants. There were five wire mills in Canada, consuming 12,000 tons of rods. The tariff of 1½ cents per pound should be imposed on both ingot copper and wire rods but, in view of the cancellation of the 7½ per cent. war tax, the duties on fabrication of copper should be revised and it was therefore suggested that a conference should be held.

The normal consumption of zinc was about 10,000 tons per annum. The capacity of the company's zinc plant was in excess of 25,000 tons per annum. The plant was established on the request of the Imperial authorities to provide high grade zinc for munition purposes. At the close of the war, capacity was 15,000 tons but, to get costs down, it was increased to 25,000 tons. The company had therefore to sell in the open markets about 15,000 tons. Its advantage lay in the grade of its product, though this amounted to very little in practice. As a large part of world consumption was in sheet form, the company proposed to put in a zinc rolling mill and asked for adequate protection to be afforded on the production of zinc in this form. In view of all the circumstances, the company felt that a bounty should be voted it in respect of foreign business. Foreign exchange was also a detrimental factor and some further measure of protection should be extended on that account. A limited embargo was also suggested.

Increase in Freights

The recent increase in freight rates operated very disadvantageously against the company. In regard to British and European competition the increase was, to the extent of the increase, a direct contribution from the company to the railways, because no corresponding increase in selling prices could be made. The company was also under a handicap as regards rates from New York and St. Louis. The difference in rates in favor of American shippers was now over ½ cent per pound.

The company, said Mr. Warren, was the only Canadian producer of refined lead, refined zinc and refined copper. It also produced refined gold, and silver, bluestone, fluorspar and both sulphuric and hydro-fluo-silicic acids. It employed directly between 2,000 and 2,500 men and indirectly as many more. It owned several mines and mining claims and a power and light company. The company's ore reserves justified the expenditure of large additional sums of capital, provided the domestic market could be protected on a reasonable basis.

Fluorspar Industry

Mr. Warren concluded with a short memorandum on fluorspar. The company had spent $250,000 in developing a large deposit under the 7½ per cent. war tax. Now there was no protection. At least the same duty as was applicable in the United States should be granted them.

At the conclusion of his address, Mr.

Warren was questioned at some length by Sir Henry Drayton on various phases of the company's business, including the effect of freight rates.

Influence of Smelter

Noble Binns, president of the Trail Board of Trade, asked leave to present a memorandum prepared by the Board. This was read by T. A. Robley, secretary. It showed how serious would be the setback to Southern British Columbia were anything done to injure the business of the Consolidated Company. While only from 2,000 to 2,500 men were employed directly at present, the people dependent upon the successful operation of the company were nearly 20,000. The future development of the mineral resources of British Columbia was largely bound up with the industry.

The memorandum referred to the fact that the company did not earn excessive profits during the war, but that there was an actual impairment of the profit and loss balance. It pointed out that the industry had been somewhat dependent upon Government encouragement; that entirely new processes had been evolved, and that it was highly important that it should be developed and carried out indefinitely.

The memorandum concluded with a brief sketch of the history of the industry. While in the aggregate the plant was not a large one, no less than five separate metals were being produced, and the natural development was to enlarge the production of each until the operations might approximate in size to the highly protected United States plants.

Workmen's Views

Alexander Balfour, a member of the Smelter Co-operative Committee, backed up Mr. Warren's request for protection, claiming that it would not be fair to the men, who had not been paid standard wages during the war, and who had regarded that as their contribution, if any action was taken by the Government that would be detrimental to the industry.

J. A. McKinnon, member of the Trail Board of Trade, spoke as a working man and miner, claiming that the entire country depended on the successful operation of the industry, and the successful operation depended entirely on whatever protection the Government gave. The shutting down of the industry would paralyze the country.

"I am a Canadian, and proud of the fact," said Mr. McKinnon, "and I believe if Canada seizes the opportunity to protect industry, no matter what industry it is, there is no reason to prevent us becoming one of the greatest countries in the world."

Lorne Campbell, representing the Rossland Board of Trade, showed how dependent Rossland, with its gold and copper mines, was on Trail. He also referred to cheap power, which was a great advantage in treating low-grade ore, and explained how important it was from the standpoint of lead production that zinc production should be encouraged. The Slocan mines were all shut down because they had turned zincy. Encourage the zinc industry and the Slocan country would soon come back.

CALGARY

October 4.—The Commission met in the Council Chamber, City Hall, at 10 a.m. George Lane presented a statement on behalf of the Western cattle industry. Its purport was to show, by means of tabulated figures, that the Canadian cattle industry suffered losses amounting to millions of dollars annually through not being able to get into the United States prior to 1913, and that since then, with an open market, Canadian range cattle have repeatedly established new price records in the United States markets. On being questioned, Mr. Lane admitted that he had not been bothering about other export markets, and now the American market was going off.

Price of Cloth

William H. Berkinshaw, director and manager of the W. R. Brock Co., corroborated the evidence presented by Mr. Stone of Vancouver with regard to the prices of Canadian textiles in comparison with imported textiles. He showed that imported woollens from Huddersfield, with about 40 per cent. cotton, cost $4.76 f.o.b. Calgary, while all wool goods from the Paton Mills, Sherbrooke, cost $4.10 f.o.b. Calgary.

William Georgeson, Tuxedo Coffee and Spice Mills, Limited, presented a brief on behalf of the Calgary Branch, C.M.A. It showed that in 1900 the city had 10 manufacturing establishments; in 1915. 69; in 1918, 228, and to-day, approximately 240. In 1905, the investment was $2,000,000; to-day it is over $30,000,000. In 1900 there were 307 factory employees; in 1918, 4,225. In 1900 the output was valued at a little over $500,000; in 1918 it was over $31,000,000. There were in the Calgary district valuable deposits of coal, iron, clays, glass sands, talc, phosphates and other economic minerals. With increased population, the development of these resources would be warranted.

The brief dealt with the free trade argument, showing that, if universal free trade was adopted, manufacturing would be done in the cheapest markets. Tariff for revenue only had been tried in Canada from 1873 to 1879, and had proved to be a failure. Protection had at least given Germany a commanding position in many lines.

Calgary Metal Trades

R. P. Costello, Union Iron & Foundry Co., Limited, presented a statement on behalf of the metal trades, including five companies. These companies have a capitalization of $258,425; they employ 210 persons, and in August had a payroll of $29,845. Eight hundred and forty people are dependent on the industry. The territory served extended west to Golden, B.C.; south to the border; north to Edmonton, and east to Manitoba. The continued existence of the firms was necessary not only for the preservation of the capital invested, but also that the needs of the people might be expeditiously and economically served.

Cost of Tractor Gears

F. L. Irving answered a series of questions by Sir Henry Drayton relative to the cost of master gears for tractors made in Calgary and imported. This went to show that the Calgary manufacturers saved the farmer money on his parts. Mr. Irving further showed how steel shafting and mild steel could be bought cheaper from Redcliff, Alta., than from St. Paul.

In the absence of R. J. Hutchings, Mr. Georgeson presented a brief on behalf of the manufacturers of saddlery, harness and accessories. The remarks referred to the Calgary Saddlery Co. and the Great West Saddlery Co. Employees numbered 195; with dependents, 780 persons were connected with the industry. Thirty years ago 50 per cent. of the saddles and harness used in Western Canada came from the U.S. To-day, over 95 per cent. of these commodities are made in Canada. This was due to the protection given by the tariff. Prices in Alberta were no higher than for competing products from the United States laid down without duty. Should the tariff be removed, they would at once confront the competition of the larger American houses, with whom they could not compete.

Advocated Free Trade

R. J. Deachman, editor of the *Westerner*, appeared as a straight advocate of free trade. Taking the case of the Ford car, Mr. Deachman laid down the proposition that while an industry might be established by virtue of the protective tariff, the cost of establishing that in-

dustry might be so great that the country would be better off without it. The Canadian Ford industry, he stated, had made immense profits. This year it produced 60,000 cars, of which 45,000 were sold in Canada. These cars cost Canadian purchasers $7,425,000 more than they would have paid had there been no duty and they had bought American cars. Mr. Deachman figured that, in order to pay the excess price, it would take 15,000 people working all the time, and turning in their money to the Ford Co., in order to pay that excess price.

Attacks Shoe Industry

Mr. Deachman next singled out the shoe manufacturing industry, pointing out that for every dollar of capital invested in 1900, $1.68 of goods were produced, whereas in 1918 only $1.40 of goods were produced. This he attributed to watered stock. He also referred to the fact that the number of employees between 1900 and 1918 had only increased by from 200 to 300 people, which he contended was not a very good example of what protection can do in building up an industry.

With regard to wages, the witness next made the proposition that in the shoe industry, between 1900 and 1917, the workman was able to buy back about 4 per cent. less of the product he produced. This he claimed was largely due to the fact that under a protective tariff industries were becoming more fully consolidated, and were able to dominate labor. He admitted that there were other factors.

On the subject of dumping, Mr. Deachman thought that the American manufacturer would not go far in this direction because it would react on his own market. His evidence in this connection was questioned by Sir Henry Drayton. Mr. Deachman further dealt with some statements in Mr. Findley's brief on the agricultural implement industry, and went through the manufacturer's statement, making out various statements for general comment. Cross-examined by Sir Henry Drayton, he exhibited much ignorance as to actual business experience.

Stockman's Views

W. F. Stevens spoke for the Stock Brokers' Protective Association, which represents the larger operators in the live stock business in Alberta. The membership consists of 210 stockmen, holding an average of 490 head of cattle and 105 head of horses. He presented a resolution passed last July asking for the free movement of cattle and sheep between Canada and the United States.

George H. Ross, lawyer, Calgary, contended that Governments in Canada were hurting the country by the imposition of a protective tariff; that protection does not help to develop any of our natural resources; that the tariff is of no benefit to the workingman.

Vindicates Industry

S. Roy Weaver, in charge of the Investigation Department of the Canadian Reconstruction Association, presented a statement in reply to Mr. Deachman's criticism of the boot and shoe industry, claiming that protection had been vital to the industry; that the latter had made substantial progress under a protective tariff, and that the interests of thousands of workers and their dependents were closely related to the welfare of the industry.

H. W. Wood, president of the United Farmers of Alberta, next presented a statement. His first proposition was that each industry should be recognized strictly according to its relative importance to the whole. His second, that nations must trade. From these he deduced that when a nation attempted to force development along unnatural lines it was at conflict with nature. Canada, he claimed, was being developed unnaturally, because agriculture was being neglected and industrialism forced. He gave figures to show that manufactured production was increasing more rapidly than agricultural production, and quoted Mr. Findley to show that his company was depending more on foreign than on domestic trade for profits. He controverted the statement that the farmers were trying to drive the implement makers out of Canada.

Effect of War

Mr. Wood was interrogated by Sir Henry, and admitted that the production of manufactured goods in 1917 was greatly stimulated because of the war, and was not the result of protection. He further admitted that he had no information about a combination of manufacturers, but was arguing along general lines.

W. J. Elliot made a statement with regard to the live stock industry of the Province. He stated the difficulties that were being encountered through drought, severe winter weather, and low prices. When asked by Sir Henry Drayton for suggestions as to what might be done, he said that perhaps the tariff might have some bearing on the situation, though he admitted that they were not buying anything.

Mrs. Sears of Nanton told of the uncertainties of farming in the Macleod district, and cited the case of a homesteader near Nanton, giving figures about his investment in land, machinery, etc. Another farmer's figures were given, showing a net loss for three years of $14,392. Fully one-third, and perhaps more, of the farmers in the district have had almost nothing in three years.

L. M. Gaetz, Red Deer, gave figures covering farming operations in his district with a view to showing how unremunerative farming was.

R. S. Law, Claresholm, referred to the income tax, and said that in 1918 and 1919 the farmers in his district had no returns to make. He thought they should not be required to pay a tax in an abnormally good year without having some chance to recuperate during a bad one.

Lawrence Peterson, Lethbridge, told of the erratic climatic conditions in the Lethbridge district, which he thought an argument in favor of spreading the income tax over three years. He argued, with regard to the tariff, that because removing the duty on tractors had stimulated farming operations, the same result might be expected to follow the removal of the duty on other commodities.

Coal Mining Industry

October 5.—W. F. McNeill, Secretary of the Western Canada Coal Operators' Association, on behalf of the coal operators of Alberta, stated that the coal operators opposed, on national grounds, any reduction of tariff on imported coal. At the end of 1919 there were 276 coal mines in operation in Alberta, employing 12,027 persons. They represented an investment of $27,397,275. Colliery workers and their dependents numbered in excess of 50,000. The value of coal produced in 1918 was $20,537,287. The annual food bill of the mine employees and their dependents was in the neighborhood of $9,000,000. During the winter months, farmers and homesteaders constituted 35 to 50 per cent. of the employees of the domestic or lignite mines. Many men would have to abandon their farms were it not for winter employment in the mines.

Coal Consumption

The annual coal consumption in Western Canada is 9,000,000 tons of all grades. The mines now in operation are capable of producing 12,000,000 tons per year with the present development, equipment and plant. Pennsylvania coal to the amount of between 2,400,000 and 2,900,000 tons annually is being imported into Manitoba, representing an annual payment to United States interests of more than $20,000,000. The railways have gradually displaced American coal with Alberta coal on the prairies. Everything is being done to increase the market for Alberta fuel.

The development of Alberta coal deposits has had far-reaching consequences.

Besides giving employment to the farmers, it has provided them with cheap fuel, and has laid the foundation for industrial development.

Jesse Gouge, Drumheller, a mine operator, took some exception to the memorandum of the Western Canada Coal Operators' Association, claiming that it did not voice the opinion of all the operators. He objected to classing the present tariff on coal as protective, contending it was for revenue only. He further thought that by asking for protection the miners might prejudice their market in the United States.

R. A. Pringle, K.C., on behalf of the textile industry, answered certain propaganda that had been appearing in the Western press.

James Weir, M.L.A., disclaimed the contention that the formers were out-and-out free traders.

EDMONTON.

October 6.—C. G. Robson, Chairman Edmonton Branch, C.M.A., presented a statement. The present industrial development of Alberta amounted to 1,584 establishments, with a capital of $60,000,000, employing 15,000 hands. Reference was made to the Industrial Congresses of 1919 and 1920, showing the interest that was being taken in the development of the province. Figures were supplied as to the coal resources; statistics were given to show the extension of mixed farming. It was contended that a protective tariff was necessary to secure the full development of manufacturing to which the natural opportunities and resources of Alberta will contribute.

The Biscuit Industry.

Harvey Shaw, North-West Biscuit Co., Limited, was in the biscuit business in the United States prior to 1912. He was then convinced it was impossible to get any volume of business in Canada and accordingly established a Canadian plant at Edmonton. He employs 140 people, with agency and selling staffs bringing the total up to 200. Flour is made in their own mill and they use Canadian sugar. Sales in 1919 exceeded $1,000,000 and are increasing. The plant is being extended. No consideration was given to the tariff in fixing prices, and prices were quoted to prove this. The effect of reducing the tariff was explained.

Andrew Rafu, Bon Accord, a director of the United Farmers of Alberta, presented some evidence with regard to the cost of agricultural implements.

W. T. Lucas, Lougheed, contended that farming in Alberta was an unprofitable business. Asked as to how it might be helped, he said he would lower the tariff, but had no evidence to show that prices of implements were higher in Canada than in the United States.

Defended Textile Industry.

C. A. Graham, Great Western Garment Co., Limited, explained why he thought adequate protection desirable. The company started in 1911 with only 11 employees; it has now a staff of 325. Estimated turnover in 1920 was $2,100,000. He defended protection for the Canadian textile industry.

P. Baker, Ponoka, told of the high cost of farming and attributed heavy overhead expenses to the tariff.

Harry Bell, Namao, gave a number of figures covering his farming operations and also his views on the income tax.

Rice Sheppard, secretary-treasurer, United Farmers of Alberta, presented a lengthy brief in which he argued the unfairness of the tariff on farmers with large families. Its unfairness to returned men who had to buy implements at high prices, and the poverty and backwardness of the country as a result of the tariff. The tariff had kept the standard of the workers and farmers down.

Minister of Agriculture.

Hon. Duncan Marshall, Minister of Agriculture for Alberta, spoke as a private farmer and contended that the elements of protection should be gradually eliminated from the tariff. He referred to the great possibilities of agricultural export and believed that production would be stimulated by taking all possible burdens off the back of the farmer. The opportunity to buy in the cheapest market was what was wanted. Protection was no good to the farmer.

SASKATOON.

October 8.—A. I. Turnbull appeared on behalf of the manufacturers of Saskatoon. He regretted the apparent ill-feeling with which manufacturers were regarded. It was, he said, a period of specialization and farmers were no longer independent like their grandfathers. What was required was a better understanding by each group of the problems and difficulties of the other. It was our duty as a nation to extend along all lines. As manufacturers, they approved of what had been done in the way of railroad building, cold storage, experimental farms, etc., for the farming community. Mr. Turnbull then repeated the manufacturers' tariff policy.

In 1905, he said the Province of Saskatchewan had only 55 factories employing five hands or over; in 1918 there were 1,422 establishments. Output increased from $2,500,000 to over $50,000,000. The number of employees increased from 1,576 to 8,188. In Saskatoon in 1905, there were only three establishments; in 1918, 119. The number of employees rose from 36 to 1,230. The value of output increased from $130,800 to $7,620,799. These industries were an important factor in the life of Saskatoon. They required a continuation of protection for their future growth.

Sheaf Loaders and Threshers.

P. S. Houghton, Jackson Machines, Limited, explained that his company was making sheaf loaders and threshers. It was organized in 1915 and has an authorized capital of $300,000, of which $100,000 is paid. The greater number of its stockholders are farmers. In 1917 it marketed seven machines; in 1918, 25; in 1919, 67, and this year about 130. It employs about 25 hands the year round. Mr. Houghton thought a non-political permanent tariff commission would be the best way to deal with the tariff question.

C. H. Richardson, manager of the Western Corrugated Culvert Co., Limited, stated that his company had a capital of $100,000 and employed 15 hands. It commenced in 1910 in a very small way and increased from year to year. Protection on culverts was 30 per cent. and on scrapers 27½ per cent. They imported their galvanized sheets, paying a duty of 12½ per cent. Under the present protective tariff, importations from the United States were not heavy, but under free trade the American culvert manufacturers would have no difficulty whatever in cutting seriously into this trade.

J. B. Musselman, central secretary of the Saskatchewan Grain Growers' Association, presented a statement on behalf of the directors. He explained that the Association was the oldest of the western farmers' organizations and for many years it has been in peculiar measure the mouth-piece of the farmers of the province. Its 40,000 members were all loyal to the best interests of Canada. They believed that the fiscal policy for which they were contending was fairer to all legitimate and reasonably indigenous industries than that now in operation.

Farmers Are Loyal.

The most ardent devotee of law and order had nothing to fear from the organized farmers. They were not wreckers. The farmers' leaders were striving to rouse the farmers more fully to their duties as citizens. They felt that the greater the proportion of the

national revenue raised by direct taxation the greater would be the interest of the masses of the people in matters of Government.

Agriculture Chief Industry.

In Saskatchewan grain-raising was and for some considerable time must remain the chief industry. The province would succeed or fail in proportion as wheat-raising was made profitable or otherwise. They were not opposed in its entirety to the principle of national assistance to industries vital to the national well-being, but they held that the indiscriminate application of the principle was unwarranted.

William Hordorn, Dundurn, gave personal experiences as a farmer.

John Kirkpatrick, Nutana, spoke of the increasing difficulty of getting settlers established on the land.

John Evans, Nutana, discussed what he termed the injustice of the tariff.

Murdo Cameron, supported the statement put before the Commission by Mr. Musselman.

Wiljames Thomson made a statement with regard to the cattle industry.

REGINA.

October 11.—Hon. W. F. A. Turgeon, Attorney-General of Saskatchewan, spoke on behalf of the Government and Legislature of the province and claimed that, as a result of investigation and reflection, the present customs tariff had been found to be oppressive to the agricultural communities of the province. He traced the history of tariff resolutions in the Legislature and also dealt with certain findings of the Board of Commerce.

Gordon Love, Dominion Fire Brick & Clay Products, Limited, spoke on behalf of his company, which was organized in 1912 and reorganized in 1916. They employed on an average fifty-five hands. They had made no profits. Under existing conditions there was practically free trade in the fire brick business. He asked for continued adequate protection on face brick and the establishment of a strong protective tariff to guard the fire brick and refractory industry in its infancy.

Want Protection Continued.

Thomas A. Wilson made a statement on behalf of the Western Manufacturing Co., Limited, which commenced business in 1904. Their staff ranged between 60 and 85 men. They manufactured doors, sashes, mouldings, frames, fixtures, show cases, etc. Protection was about 25 per cent. In only three years since 1904 had they paid a dividend. He asked for a continuance of protection.

Hon. George Langley spoke on behalf of the Saskatchewan Co-operative Elevator Co., with 23,000 farmer shareholders. He backed up the platform of the Canadian Council of Agriculture.

Mr. Musselman tendered certain information on the comparative prices of binder twine.

J. A. Mahay, M.P., President Saskatchewan Grain Growers' Association, appeared on behalf of that organization.

From Small Beginning.

W. J. Orchard referred to the origin of the Massey-Harris Co., and said that a man who started in a little blacksmith shop and was able to amass millions, must in some way have had an unfair advantage.

C. J. Watson, manager of the Great West Saddlery Co., presented a statement which contained much excellent information about the agricultural production of the province, and an argument in favor of protection.

William L. Ramsay, Bladworth, a western farmer of sixteen years' standing, said that the views hitherto advanced were those of class leaders. He wanted a national view. Free trade was an ideal policy for an ideal world, but the first to accept such a policy would be the first to fall. Our home market was our best market and the security of Canada's trade lay in protection.

R. M. Johnson, member of the Executive of the Saskatchewan Grain Growers' Association, gave his experiences in farming.

Walter Shaw, President Walter W. Shaw Co., Limited, Moose Jaw, argued in favor of protection.

A. G. Hawkes, one of the first men to start the farmers' organization in Saskatchewan, gave his experiences.

BRANDON.

October 13.—J. L. Brown, President United Farmers' of Manitoba, presented a statement enumerating reasons why there should not only be no increase in the protective tariff, but why, in their judgment, there should be a very material reduction in customs duties. He was followed by Mrs. J. S. Wood, President United Farm Women of Manitoba, who pictured some of the privations endured by farmers, and by Miss Mabel Finch, secretary of the same organization, who spoke along the same lines, claiming that the tariff struck at the root of home life. Miss Finch later admitted that in all her calculations she had simply added the duty to American prices.

Mrs. James Elliott, a director of the United Farm Women of Manitoba, advanced a number of figures in an effort to show how the tariff burdened the people.

C. S. Watkins, a retired farmer, who had been in the country since 1887, thought that the tariff should be substantially lowered. He gave figures showing the result of his farming operations.

C. H. Burnell gave some experiences in which he claimed the tariff affected the farmer seriously.

Roderick McKenzie, vice-president, Canadian Council of Agriculture, spoke on behalf of that body, presenting an argument for reduced customs duties.

John M. Allan, living five miles north of Brandon, gave some figures to show how small were farmers' profits.

W. R. Wood, Secretary United Farmers of Manitoba, read a statement in which he attempted to controvert some of the arguments of the C.M.A.

A. F. Campbell made a statement asking for reduced duties on linoleum.

A. R. McDiarmid, on behalf of McDiarmid & Clark Co., Limited, incorporated in 1912 and manufacturing frames, mouldings and detail millwork, asked for a continuance of protection.

P. M. Ames, Managing-director Manitoba Engines, Limited, also asked for a continuance of the present tariff, as did H. L. Singleton, Brandon Heating & Plumbing, Limited.

WINNIPEG.

October 14.—T. R. Deacon presented a statement on behalf of the Manitoba Bridge & Iron Works, Limited, the Manitoba Rolling Mills Co., Limited, and the Manitoba Steel & Iron Co., Limited, giving detailed information about these companies.

F. A. Gemmel, Selkirk, submitted the experience of the town as an exemplification of the benefit of industrial development. He stated that development along industrial lines operated greatly to the advantage of the country.

Criticized C.M.A.

Norman Lambert, Secretary Canadian Council of Agriculture, dealt with the argument of the C.M.A. and criticized some of its points.

C. Rice-Jones, General Manager United Grain Growers, Limited, appeared on behalf of that organization and explained its operations. He also spoke on behalf of the United Grain Growers Saw Mills, Limited.

Hon. T. C. Norris, Premier of Manitoba, presented a resolution passed by the Legislature of the province at its last session, dealing with the tariff.

(*Concluded on page* 92.)

An Analysis of the Income Tax as a Means of Raising National Revenue

AN EXHAUSTIVE ARGUMENT

OFFICERS and other representatives of the Canadian Council of Agriculture, and its component organizations, have been advocating income taxation as the principal means of providing national revenue to compensate for the loss which the Federal Treasury would incur under the so-called "New National Policy." In the memorandum to the Tariff Committee at Winnipeg, on September 14th, the Council expressed the opinion that:—

"It is not unfair to say that the income tax, if thoroughly and forcefully applied in this country, ought to yield a revenue of at least $200,000,000 per annum at the present time."

In attempting to review that statement in the light of the income tax experience of other countries, and the short experience of Canada itself, we do not wish to be understood as attacking or even criticizing any group or element in the Dominion. We believe that the agriculturists of Canada are no more unwilling to pay their rightful share of taxes than is any other class, or group. We accept, too, without reserve, the assurance that the farmers and their spokesmen are sincere in regarding the income tax as a fair and reasonable means of compensating for the loss of customs revenue, which would result from the tariff changes which they propose. But we believe as well that, before any important alteration be made in our present fiscal system, the requirements of the Treasury ought to be assured. It is right and proper, therefore, that the statement of the responsible heads of the Canadian Council of Agriculture, as to the revenue possibilities of the Federal income tax in Canada, be subjected to the test of practical experience and that the incidence of the revenue system proposed be considered with the utmost care. Canada's present financial situation does not justify experimentation and in the national interest the claims of those who advocate change ought to be analyzed thoroughly to see whether such claims be true and economically sound. To remove any misunderstanding, permit me to point out that the Council of Agriculture has frankly recognized that "the rate of income taxes (i.e. in Canada) compares favorably with that of other countries of a character similar to Canada." This considerably narrows the field of inquiry, inasmuch as the claim is made that, with the present rates of taxation of income efficiently applied, a yield of $200,000,000 annually could be secured immediately.

In the accompanying brief, which was presented to the Tariff Commission at Winnipeg on October 14th by Mr. E. Parnell, a complete answer is given to the claim of the Council of Agriculture that the Income Tax, if thoroughly and forcefully applied, could be made to yield $200,000,000 at present rates. The experience of such other countries as New Zealand, Australia, Great Britain and the United States is given, and the conclusion is arrived at that Canada's showing, as regards the collection of the Income Tax, is most favorable. It is further borne out that income taxation is largely a tax on the industrial population and that agriculturists escape all but a very small part of the burden. In fact income taxation cannot successfully be applied to rural communities.

The Council's estimate of the possible yield of the income tax in Canada appears to be based on war-time collections in New Zealand. The yield of the New Zealand levy is multiplied by the numerical ratio between the populations of Canada and the sister dominion and the amount is set down as a reasonable expectation of what similar taxation ought to produce in Canada.

An Exclusive Levy

Unlike Canada, New Zealand has a single and exclusive levy by the Dominion Government on all incomes derived from sources other than the use or produce of land. There are no provincial levies and local revenues are raised by land taxation, supplemented to a minor extent by fees, licenses, etc. Income is taxed once, and only once, whereas in Canada there are, in addition to the Federal levy, income taxes already imposed by two of the Provincial Governments, and, in a number of cases, heavy income taxes as well by municipal authorities. To take only three instances, residents of Toronto pay an income tax to the municipality and also a tax to the Federal Treasury on the same income. People in British Columbia are assessed on their income by both the Ottawa and the Victoria administrations. Edmonton citizens pay a tax on their income to the Dominion, another tax on the same income to the municipality, and the Provincial Government is reported to be about to bring down an income tax law, so that their earnings may be levied upon three times each year by three several governments. All the provinces of the Dominion collect corporation taxes of varying severity. Moreover, the municipal business tax, in operation in Toronto, and somewhat similar taxes elsewhere, under different names, on business interests are nothing more or less than taxes on income. Direct income taxation in New Zealand is the exclusive prerogative of the Dominion Parliament. In Canada, every income is liable to assessment by the Dominion Government, by the Provincial administration, and by the municipal authorities. The Canadian Council of Agriculture is on sound ground in urging that there should be the least possible over-lapping in taxation and that as equitable a division as possible ought to be made in the field of taxation between the Dominion, the provinces, and the municipalities. But we must face conditions as we find them, and the fact is that the provinces jealously regard any resort to direct taxation by the Federal Government as an encroachment upon the rightful and traditional taxation sphere of the provinces. This attitude was plainly indicated in a speech by Sir Lomer Gouin, then Premier of the Province of Quebec, in Quebec City, on January 21, 1920. He said:—

"I would not like to go too far back, but I think that on this question of taxation, one who is in public life should never forget the spirit which actuated the Fathers of our Constitution when, in 1867, they went into that pact which gave us the Canadian Confederation. It was thought at that time that indirect taxation should be left to the Federal Government and direct taxation given to the Provincial Governments.

"It is not that I have the intention of quarreling with the Federal authorities because, having to face grave needs as they had, they have been forced to impose temporary direct taxation, but I think that for those who like their province and love their country, now that we are coming back to normal conditions, the principles which we find at the basis of the British North American Act

should be respected if we want to keep our Confederation on a solid and growing one."

But aside from the fact of over-lapping of taxation in this country, whereas there is no such duplication of levies in New Zealand, the New Zealand Act is unlike the Canadian legislation, inasmuch as the New Zealand income tax is practically the only levy on income from sources other than land. In Canada, there are several such Federal taxes which ought to be combined before attempting to compare the taxation burden assessed against incomes in Canada with that in other countries. In addition to the income tax proper, there is the Business Profits War Tax. Business income, if assessable for the higher levy of the Business Profits War Tax, pays under that heading, and the collections reported on account of income tax represent principally payments on personal incomes. Then there are in Canada, special Federal taxes on banks, insurance companies, and trust and loan companies. These levies in effect are only special divisions of the Canadian Federal taxation of income. Direct income taxation by the Dominion Government in the fiscal year 1919-1920, was as follows:—

Income Tax (largely on personal income)	$20,264,242
Business Profits War Tax	44,145,184
Taxes on banks, insurance companies and trust and loan companies	2,083,170
Total	$66,492,596

Propriety of This Grouping

The propriety of so grouping the collections under the Income War Tax Act, 1917, and amendments; the Business Profits War Tax Act, 1916, and the Special War Revenue Act, 1915, in order to arrive at the amount of Federal Taxation of incomes in Canada, cannot be challenged. Section 3 (*a*) of the Business Profits War Tax Act, 1916, provides for deduction of the amount of tax payable under Part One of the Special War Revenue Act, 1915, and Section 4, Subsection (5) of the Income War Tax Act, 1917, provided for deductions of amounts payable under the Special War Revenue Act, 1915, and the Business Profits War Tax Act, 1916.

For 1918-1919, the first year in which income tax was collected by the Federal Government in Canada, Dominion taxation of income was as follows:

Income tax (principally on personal incomes)	$9,349,720
Business Profits War Tax	32,970,062
Tax on banks	1,099,764
Tax on trust and loan companies	323,340
Tax on insurance companies	546,114
Total	$43,289,000

For 1920-1921, official estimates, as shown in the last budget speech of the Minister of Finance, are approximately as follows:

Income tax	$35,000,000
Business Profits War Tax	40,000,000
Taxes on banks, trust and loan companies, and insurance companies	2,100,000
Total	$77,100,000

New Zealand Taxation

Income tax collections in New Zealand for the fiscal year 1919-1920 amounted to £6,369,765 ($30,999,523 at parity of $4.86⅔ to the pound sterling). New Zealand's population is about one-seventh that of Canada, and it has been suggested that this country ought, under efficient administration of the income tax, to collect a revenue proportionately larger. It has already been explained that the New Zealand tax is an exclusive levy on income, whereas, in Canada, Federal taxation of income must be limited by consideration of the taxes imposed by the provincial and municipal governments. Nor is this the only difference. New Zealand is a comparatively centralized community, long established, prosperous, and with relatively much more accumulated wealth than is found in Canada. Moreover, taxation in New Zealand is not limited as is the case in Canada by proximity to a great wealthy country of the same language and customs, and continually offering opportunities and rewards for immigration. Not only is the United States a competitor with this country for Canadian human resources, but the Republic, to a very large extent, now controls the capital so urgently needed for the development of the Dominion. The chairman of the Tariff Committee, as Minister of Finance, recognized in his last budget speech the limitation upon Canadian taxation which is imposed by our relationship to the United States, but he ventured a small increase in the Canadian income tax rates over those in force south of the international boundary. He said: "That our measure of taxation must, in view of our geographical situation, have regard to United States legislation, is a principle that has found general acceptance. I do not desire to question it. But revenue is urgently required and a difference of 5 per cent. in those individual and corporation taxes will not deter immigration and the investment of outside capital so essential to our national development and growth."

Gradual Improvements

The New Zealand income tax has been in force continuously since 1892, and in a comparatively small, settled country of less than 104,000 square miles, with a population of about 12.5 to the square mile, as compared with only 2.36 in Canada, twenty-seven years' operation has enabled such improvement of administrative machinery as to increase collections and follow up attempted evasion. For many years, the New Zealand tax did not yield a large revenue. Ten years after the Act was first operative the collections under the Income Tax were less than $1,000,000, and in 1901-02, customs and excise duties were still responsible for 73.6 per cent. of the taxation revenue of that Dominion. In Canada, on the other hand, the Federal income tax is an entirely new levy, operated only under war conditions, encroaching on a revenue source already tapped by provincial and municipal governments, and operated under the peculiar difficulties of enforcement which obtain in Canada by reason of geographical and other conditions. It ought also to be kept in mind that the high yield of the New Zealand income tax was accounted for in very large measure by a special war tax superimposed upon the normal rates. Imports into New Zealand were greatly curtailed by war conditions, involving a reduction in customs revenue at a time when the financial needs of the country were largely increased. The income tax, long established, and with administrative machinery already at hand, together with the land tax, offered the most readily available means of augmenting the revenue of the State. But a continuance of the war-time rates indefinitely under peace conditions has not been seriously proposed. One of the most forceful of all the arguments which have been advanced in justification of the income tax is that it provides a ready means of securing a large increase in State revenues in time of emergency. It is the most elastic revenue element. But high rates which may be desirable under emergency conditions may be entirely too burdensome as a normal peace levy. The United States, for example, with large wealth, accumulated before 1914 and between 1914 and the time that country entered the war, was able by means of direct income taxation to levy a large emergency revenue. But the Excess Profits Tax Act (the levy on the income of corporations) has been admitted by Treasury officials and other experts to be unsuited to peace conditions and already the rates have been substantially reduced from the war-time maximum.

There is another side to the comparison between taxation systems of New Zealand and Canada which is of interest. When in 1891 New Zealand abandoned the Property Assessment Act, under which a general property tax has been levied, and substituted therefor the Land and Income Assessment Act, it

was frankly recognized that an income tax was almost impossible of effective, equitable application to rural communities. The same lesson had been learned years before by some of the Commonwealths in Switzerland, and Prof. Seligman, in his "Essays on Taxation," states that the New Zealand Government followed the example of the Swiss cantons and instituted a land tax to supplement the levy on income. The land tax, in New Zealand, is a capital tax, assessed on the gross saleable value of the land, less the value of all improvements made upon it. This valuation both for purposes of Federal and local taxation, is made by the Federal Government. An owner is allowed an exemption of £500 on land, the nominal value of which does not exceed £1,500, but the exemption diminishes on holdings of greater value, and when the value is above £6,000 no exemption is allowed. With a super-tax, the present rate ranges from 6¼ to 23 mills on the dollar of assessed capital value. It must be remembered that this tax is in addition to the local rates of land taxation. For the year ended March 31, 1920, the land tax yielded £1,557,903, or $7,581,795 at par of exchange. Those who claim that the Dominion Government should be collecting $200,000,000 annually by income taxation have failed to point out that, under the New Zealand system on which they base their argument, this country would collect an annual land tax of more than $53,000,000 and that, as in New Zealand, the larger part of this levy would have to be borne by the agriculturists. Moreover, in New Zealand, the income from mortgages on land is now assessed under the Income Tax Act, and, of course, the tendency is that this burden, too, will be shifted in large measure to the farmers.

Australia

Australia, also is sometimes cited as an example for Canada in income tax administration. Indeed, the comparison with Australia is fairer than with New Zealand, inasmuch as the Australian States, like several of the Canadian Provinces, collect income taxes as well as the Federal Government. The latest issue of the Official Year Book of the Commonwealth of Australia, gives financial statistics only to the end of the fiscal year 1917-1918. In that year, the combined income tax and war profits tax revenues amounted to $39,252,207 as compared with $27,360,157 in 1916-1917, and $19,439,505 in 1915-1916, these figures all being obtained by conversion of the Australian official returns on the basis of $4.86⅔ to the pound sterling. In Canada business profits were taxed to the extent of $12,506,517 by the Dominion Government in 1916-1917, and $21,271,084 in 1917-1918, but no general income tax collection was made before 1918-1919. The Commonwealth authorities in Australia, even with the close example of New Zealand, were reluctant to resort to income taxation, but were forced to do so early in the war by the very serious shrinkage in imports and the consequent decline of customs revenue. In this connection, Sir Frederick Young, M.P., in evidence before the British Royal Commission on the Income Tax, on May 8th, 1919, said:

"In Australia the Federal tax (i.e. on income) is entirely a war tax. Until the war happened the Federal Parliament deliberately kept out of the income tax sphere, leaving that to the States as a field for taxation, but the imperious necessities of the war altered that and the Federal tax was brought in to help to meet the war bill."

Comparison of Revenues

The first general income tax collection in Australia was in 1915-1916. We are, then, in a position to compare the income tax revenues of The Federal Governments of Canada and Australia for the first three years of operation in each country:

	Australia.	Canada.
First year of general income tax collection	$19,439,505	$43,289,000
Second year	27,360,157	66,492,596
Third year	39,252,207	*77,100,000

*Estimated.

Australia's population is approximately five-eighths that of Canada, and Australia's national wealth and income are probably even higher relatively than the ratio of the populations of the two countries, but the above table proves that, even on the basis of population, income tax collections have been proportionately higher—and by a considerable amount—in Canada than in Australia.

Like New Zealand, but unlike Canada as yet, Australia for some years has been collecting a Federal tax on the unimproved value of land as ascertained by the Government. The yield in 1917-1918 was equivalent to $10,335,724. To this ought to be added the land taxes of the several states amounting to $4,935,685, making a total of $15,271,409. Moreover, although Australia is more highly urbanized than is Canada, the Official Year Book for the Commonwealth shows that slightly more than sixty per cent. of the land tax is assessed on lands in the country, and a little under forty per cent. on lands in towns and cities. In addition, agriculturists deriving income from land mortgages or from stocks or other non-land sources are liable under the Australian income tax law.

Turning to a consideration of the experience of Great Britain, we find that a tax somewhat similar to the income tax was levied in 1798, and the British income tax became operative the following year. The income tax was regarded as essentially a war measure. Evasion of the tax was prevalent and for years the yield was disappointing. In 1816, when the income levy was abandoned, the return was only £14,689,710. The tax was not revived until Sir Robert Peel's Act of 1842. In 1874, Mr. Gladstone, in a manifesto to his constituents, proposed the complete abandonment of the income tax. In 1913-1914, the yield of the British income tax, after 72 years continuous operation was £43,901,763, or about the same amount as the Canadian Council of Agriculture proposes should now be assessed annually upon the people of Canada.

British Income Tax

The British income tax as applied to agriculture is essentially a land tax. Schedule A relates to the ownership of lands and buildings, and schedule B to the occupation of lands. A revaluation of all lands and buildings in the United Kingdom is made under normal conditions every fifth year. Owners of land and buildings are required to pay income tax on the annual value of such property subject to a small deduction for repairs, and in addition farmers have to pay income tax on double the annual value of the lands they occupy. The Act provides that if farmers keep books and can prove that their gross income, less only the limited allowances, were less than twice the annual value of the land which they occupy, they can elect to be assessed under schedule B in the same way as manufacturers or tradesmen. Up to 1915 British farmers were assessed on only one half of the annual value of the lands occupied by them, but the assessment was raised several years ago to the full annual value and again in 1918, to twice the annual value. For 1918-1919, the British tax on the ownership and operation of lands under schedules A and B was more than $269,000,000, and a very considerable part of this amount was paid by the farmers. But even yet it is claimed that British agriculturists are not paying their fair proportion of taxation. The Association of British Chambers of Commerce, in representations to the Toyce Commission on the Income Tax on July 18, 1919, described the present under-assessment of farmers as "intolerable," and urged that between £5,000,000 and £10,000,000 additional taxes should be levied annually upon the British farmers, and seriously proposed that the assessment on farmers be raised from two to five times the annual value of the lands occupied.

The income tax experience of the United States is illuminating also. A Federal

tax on the income of corporations was imposed under the Payne-Aldrich tariff law of 1909, but it was not until 1913 that general income taxation was adopted. For 1913-1914 the combined yield in the United States of the corporation excise tax, corporation income tax, and individual income tax was $71,381,275. Relating the yields from income taxation in Canada and the United States for the first three years' collections in each country, we get the following comparison:

	United States.	Canada.
First year of general income taxation	$71,381,275	$43,289,000
Second year ...	80,201,759	66,492,596
Third year	124,937,253	*77,100,000

*Estimated.

The above showing is highly favorable to the Dominion, when it is remembered that the United States' population is at least twelve times as great as that of Canada, and the wealth of the United States from twelve to twenty times as great as that of the Dominion

Returns Disappointing

The initial year of income tax collection in the United States brought collections below the estimates of Treasury officials and were admittedly disappointing. For the year ended June 30, 1914, New York State, with only ten per cent. of the population of the United States, contributed forty-four per cent. of the entire income tax receipts, while New York city alone paid twenty-eight per cent.

The unfairness of the income tax in the United States in falling almost entirely upon the industrial communities is indicated by the statement in the new International Year Book in reference to the 1915-1916 collections under the personal income tax that "students of the income tax returns pointed out that residents in and about New York city paid one-half of the total tax" and that seventy per cent. of the tax was paid by residents of six states—New York, Pennsylvania, Illinois, Massachusetts, New Jersey and Ohio.

An official compilation by the United States Treasury Department of returns for the year 1916 showed that farmers, stock-raisers, orchardists, and other agriculturists, paid only 1.04 per cent. of the entire personal income tax. Analysis of the 1917 personal income tax returns by occupational groups was omitted from the Treasury Department reports, but the latter show that less than one per cent. of the total tax on companies was borne by those engaged in agriculture and related industries.

Canadian experience fully bears out the statement that income taxation is largely a tax on the industrial population, and that the agriculturists escape all but a very small part of the burden. This is not a reflection on the honesty of the farmers. But comparatively few farmers keep books, and unlike the people in cities, they do not consider "house and keep" as part of the revenue derived from their farming operations. Then, too, in the newer districts particularly, a substantial part of returns from agriculture is represented by the enhancement in land values and such increase is not reached by the income tax. It is undoubtedly true that some farmers are most conscientious in making out their income tax returns, but there are many others who do not make proper returns. Answering questions put on the order paper by Sir Herbert Ames, Sir Thomas White stated in the Canadian Parliament on May 5, 1919, that the aggregate assessment under the Income War Tax Act of 1917 of all persons giving their vocations as farmers or stock-raisers, was $417,349, out of a total assessment, aside from the Business War Profits Act, of $10,031,094. Even these amounts, however, were not all paid during the fiscal year 1918-1919, as the Public Accounts show income tax collections during that year of $9,349,719. Assuming that the proportion of collections to assessment apply about equally to all classes, the farmers would have paid an aggregate of only $389,011, while the balance of the income tax must have been paid by the non-agricultural population. The proportion paid by the farmers is still less when one considers that agriculturists are expressly exempt from the Business War Profits Tax, and that the burden of direct Federal war taxation borne by the non-agricultural population during the fiscal years 1915-1919 was $83,379,099, as compared with $389,011 paid by the agriculturists.

Agriculturists' Profit

Again, a Government return, published in the Canadian *Hansard* on May 10, 1920, showed that for the fiscal years 1918-1919, and 1919-1920, income tax collections in the counties of Leeds, Frontenac, Lennox and Addington, Prince Edward, Northumberland and Peterborough, totalled $426,251, of which $421,957 was paid by urban dwellers and only $4,294 by those in the rural districts. The census of 1911 reported the rural population of these counties at 105,109, while the urban population was only 47,135. In other words, the urban population, although less than one-third of the whole paid 99 per cent. of the tax.

Mr. W. F. Cockshutt, M.P., speaking in the Canadian Parliament on May 28, 1920, gave figures which apparently were official. He said: "In Ontario, with 183,000 farmers, I am told that there were only 314 who made returns . . . . . I am told further, by the Commissioner of Taxation, that in the City of Toronto, which is stated to contain a large body of defaulters, there was more income tax paid in one particular year than by the three western provinces of Canada added together."

At several hearings of the present Tariff Committee, the chairman has given interesting information relative to the income tax collections in Canada. At Calgary, on October 4th, he told a witness that only 1,277 farmers in the Province of Alberta paid income tax last year. The population of that province is officially estimated at 587,770, and is predominantly agricultural.

Few Farmers Pay

At Regina, on October 11th, the Minister of Finance stated that only 2,277 out of the 120,000 farmers in Saskatchewan were income tax payers. In all Canada there are only 6,490 farmers who are paying any Federal income tax. For every farmer who pays income tax to the Dominion, there are 16 non-agricultural income tax payers. Last year, out of $18,085,977 paid in income tax, exclusive of back payments, only $400,000 —slightly more than two per cent.—was contributed by farmers. If we consider the total collections last year on account of Federal taxation of incomes amounting to $66,492,596, the agriculturists, who represent one-half of the entire population, paid only $400,000, or about three-fifths of one per cent. of the total. In fairness to the Canadian Council of Agriculture, it ought to be said that the Council did not have these figures at the time they incorporated in their platform a demand that the income tax be employed as a substitute for the tariff as a means of raising national revenue.

Nor can this record be justified on the ground that the agriculturists of Canada are not able to pay a larger proportion. Mr. R. H. Coats, Dominion Statistician, in an article in the *Monetary Times*, January 3, 1919, estimated the entire national wealth of Canada at $16,000,000,000, and the agricultural wealth at $6,830,145,000. He also valued the gross production of Canada in 1917 at $4,425,788,125, and of this $1,621,028,000 was accounted for by agriculture. This means that at the present time, so far as direct Federal taxation is concerned, the agricultural wealth, representing between 40 and 50 per cent. of the whole, is making practically no contribution, while the non-agricultural wealth is paying a substantial tax.

From another angle, one may well question whether the incidence of income taxation in Canada is equitable, except

when such levy is supplementary to other taxation. Official records show that there were only 99,768 income tax payers in Canada out of a population officially estimated at almost 9,000,000. Moreover, 6,699 taxpayers paid no less than 82.15 per cent. of the taxes, while the other 93,069 taxpayers contributed only 17.85 per cent. Surely by attempting to give to income taxation the place of first importance in our revenue system, there is serious danger of placing in the hands of voters, who contribute nothing to the expenses of government, control over national policies and national expenditures.

Where the Burden Falls

The burden of taxation upon the non-agricultural population of Canada is now about as heavy as can be imposed without endangering a collapse of the entire structure. The Minister of Finance in his last budget speech admitted that it would be hard to find any argument which would justify the continuance of the Business Profits War Tax under normal conditions. The estimated yield of that tax this year is $4,000,000 less than the return for 1919-1920. This element in our revenue system cannot be continued indefinitely. With the Business Profits War Tax withdrawn, corporations would still be taxed under the Income Tax Act, but the readjustment of prices and other developments consequent upon a return to more stable conditions threaten seriously to curtail the revenue from this source.

Yield Must Increase

Federal income taxation under all headings yielded, as has been shown, $66,492,596 last year. To treble that amount immediately, or within a year or two, without any increase in rates, in the face of falling prices and more or less uncertainty in business of all kinds, is the task set by the Canadian Council of Agriculture. To state the proposition suffices to show how impossible it is of realization. For the current fiscal year the estimated yield from these sources is slightly more than $77,000,000, but to increase such revenue by 123,000,000 annually under present conditions, by improvement in administrative machinery alone, cannot reasonably be expected. Nor does the income tax experience of other countries, as reviewed above, support the contention that the income tax in Canada could be made to yield $200,000,000 annually at the present time. The Secretary of the Canadian Council of Agriculture has recently put forward the request that the income tax be levied, not on the income of an especially good year, but on a three years' average, following the principle in force in Great Britain. If adopted, such change would tend still further to reduce the revenue which could be derived under normal conditions by taxation of incomes.

Where Income Tax Fails

Students of taxation generally have recognized that income taxation cannot successfully be applied to rural communities and that it must be supplemented by some compensating levy on the rural population, if all are to contribute to public revenues in proportion to their ability to pay. In fact the income tax is favorably regarded now, as in the past, mainly as a tax supplementing other means of raising revenue.

In this connection the Assessment and Taxation Commission of the Province of Manitoba has collected valuable evidence. The Commission was appointed on July 26, 1918, and included representatives of the Grain Growers as well as of other interests. In a report, dated December 27, 1919, and signed without reserve by Mr. Peter Wright for the agriculturists of Manitoba, as well as by the other members of the Commission, the statement is made frankly that the income tax "is primarily an urban tax, the rural communities contributing only a small percentage of the yield." The report adds: "This is in accordance with general experience, and with the views of the leading authorities who are agreed that income tax administration is least effective in purely agricultural communities." The opinion is also expressed that, in any taxation system which aims at distributing the burden in proportion to ability to pay, "it will always be necessary, however, to supplement income by other criteria of faculty."

Experience of Wisconsin

Mr. Thomas E. Lyons, a member of the Wisconsin Tax Commission, is quoted as follows, in part:

"Experience thus far has shown that the principal yield of the income tax comes from the centres of business and population. It is, therefore, primarily an urban tax. Milwaukee City alone contributes over 40 per cent. of the taxable income assessed, and fifteen counties, containing the principal cities, furnish 75 per cent. of the total for the State. Less than one-half of one per cent. of the population in strictly rural districts is subject to the tax, and the yield is comparatively insignificant. . . . ."

The special Commission of the State of Nebraska on Revenue and Taxation has reported that the income tax is an essential aid in bringing about an equitable apportionment of the tax burden "among peoples well advanced industrially."

The State Tax Commission of North Dakota, in a recent report, favored a land tax, supplemented by an income tax, as a means of raising State or Provincial revenue. The Commission added: "Public financiers have never been able to apply an income tax to land with anything like satisfactory results. It has been attempted time and again, but with indifferent success."

Professor T. S. Adams, of Yale University, is quoted as stating: "The income tax yields little or no revenue in rural or farming districts, and for that reason, I would not recommend it to farming communities; but for thickly-settled manufacturing and urban communities, it is bound to spread and in the end to supplant the relatively unjust and unfair tax on personal property."

The Manitoba Commission

The Manitoba Commission comments that Professor Adams' statement "seems to be the prevailing opinion everywhere." It points out that in the income tax provisions of Ontario, the income of farmers derived from the produce of their farms is expressly exempted from taxation under the income tax law. Presumably the reference is to the assessment legislation of Ontario. The Commission adds: "We have carefully and fully considered this feature and recommend that the provisions of any general income law that may be enacted in this Province be confined wholly and exclusively to urban communities."

In view of this evidence, issued under authority of a representative commission and accepted by the delegates of the Grain Growers on that Commission, any demand for increased levies under the Canadian income tax law, without at the same time advocacy of a supplementary measure of taxation upon the rural population, would be viewed by the people in the cities and towns, as a demand for discriminatory class taxation.

Great Britain, Australia, New Zealand and certain other countries where income taxes are in force, collect from the farmers what is in fact a land tax. On the basis of the New Zealand returns, a Federal land tax of not less than $50,000,000 ought to be imposed in Canada if a thorough-going system of direct taxation is to be adopted, and on the Australian basis, not less than $30,000,000 of this would have to be paid by agriculturists, in addition to a tax on their income derived from sources other than the use and produce of land. Such a land tax would mean on the average, a direct Federal levy of more than 30 cents per acre for every acre of farm lands, or a tax of between $40 and $50 per year on every farm in Canada, in ad-

dition to all taxes already paid. If capitalized, the tax would reduce the value of the average farm by from $500 to $1,000. On the larger farms the tax would, of course, be much larger than the average for all Canada.

Opposition to Land Tax

There appears to be widespread opposition, however, on the part of agriculturists in Canada to imposition of a Federal land tax. Sir Lomer Gouin, speaking for the Government of the Province of Quebec, last January, said:

"I was speaking this afternoon in the House of Assembly on a question which was raised by some of our members in favor of an increase of our employees' salaries. I was telling my colleagues that if they were to increase our expenditure they must find some new revenue, and I thought it was apropos to tell them that the last tax they should think of was the land tax. I beg permission to repeat to you, gentlemen of Canada, that such a tax imposed by Ottawa would be disastrous to our country. The day that you will tax the land, Sir, you will discourage our farmers, you will ruin the provincial administrations and soon afterwards, believe me, we shall have to prepare for a change in the destinies of our country."

Hon. Duncan Marshall, Minister of Agriculture, for Alberta, when asked at Edmonton by the Chairman of the Tariff Committee whether he would favor a direct Federal land tax, replied: "I would not. I am opposed to a direct land tax by the Federal Government." Such appears to be the preponderating sentiment in the agricultural communities.

Direct Taxation Proposed

The Canadian Council of Agriculture is of the opinion that a substantial saving in the cost of collecting revenue would result from substitution of direct taxation for the present fiscal policy. The cost of collection of Canadian customs revenue was 2.51 per cent. in 1917-1918, and 3.13 per cent. in 1918-1919. The cost of collecting the British income tax in 1918-1919 was close to $15,000,000, or approximately 1 per cent. The tax on incomes under £250 costs no less than 7½ per cent. to assess and collect. The British income tax is administered by thousands of officials in a great organization developed by several generations' experience. At the head is the Chancellor of Exchequer, and, answerable to him the Board of Inland Revenue. Then come 725 bodies of General Commissioners, with a total of 5,600 General Commissioners. Of surveyors, assistant surveyors and inspectors there are some 1,225. Then come 4,500 assessors and about 1,000 collectors. Besides the officials mentioned there are Special Commissioners, Additional Commissioners, Departmental Commissioners, and a separate income tax organization for Ireland, besides a great number of clerks. If British experience teaches anything, it is that income tax administration means a large and expensive organization—and even with such organization and a century's experience, it is officially admitted that £60,000,000 annually is lost through evasion, while Sir Leo Chiozza Money estimates that evasion of income tax (and super-tax) keeps as much as £100,000,000 from the Treasury annually. With administrative problems far more difficult than those in the United Kingdom, with a tremendous area and sparse population to cover, and with a much smaller revenue to be collected here, Canada's income tax expenses under a thorough system cannot be expected to be much under 3 per cent. Moreover, it must be recognized that a collection of $200,000,000 by direct taxation of incomes, would not make possible the entire abandonment of tariff revenue. But even if this country went on a free trade basis, customs organization still would have to be maintained practically in its entirety. No doubt some reduction in staff would result, but the saving would be much smaller than the Canadian Council of Agriculture appears to contemplate.

Objections

Then, too, if income taxation were elevated to the foremost place in the Canadian revenue system, there is reason to believe that it would prove disappointing to those who look to direct taxation to correct injustices in the present system and provide an ideal revenue source. Wherever the income tax has been employed it has been accompanied by evils at least as flagrant as those found under almost any other revenue system. The income tax has been in force in the United Kingdom, except for periods, from 1779, and yet in 1905, Mr. Stoodley, one of the secretaries to the Board of Inland Revenue, admitted that the Department was in possession of evidence "showing that grossly insufficient returns, or no returns at all, were made over long periods of years with impunity, the probability of detection being slight until some event occurred to bring the facts to light, such as the death of the taxpayer, the conversion of a private business into a limited company, or a claim being made for compensation for disturbance based on the profits." The minutes of evidence before the British Royal Commission on the Income Tax, 1919, are replete with grievances of inequitable incidence. Salaried workers complain that they suffer by reason of evasion of the tax by those who are better able to escape their rightful contribution. Industrial interests protest that the agriculturists are not taxed in proportion to their ability to pay. There has been widespread dissatisfaction that large numbers of artisans, earning good incomes, pay no tax. The fact that foreign producers, paying no income tax to the British Government, are able under the present fiscal policy of the United Kingdom to profit by the British market, in competition with British producers who are taxed upon their entire earnings, has caused much irritation. Direct taxation in Great Britain—and there it has found its highest development—is far from free of anomalies and imperfections. After reading the evidence before the Royal Commission, one may well question whether, from considerations alone of the efficiency in revenue collection, approximate equity in distribution of the burden of taxation, and the mildness of incidence (especially in view of the fact that in many cases import customs duties are absorbed wholly or in part by the exporter) the customs tariff is not preferable to the income tax as a means of collecting a large part of the national revenue. The income tax, supplementing the customs tariff, provides a well-rounded fiscal system which supplies revenue on a basis as equitable as has yet been devised. The income tax has much in its favor as a supplementary tax, and is especially useful in time of emergency, by reason of its elasticity, but as a main revenue resource, under normal conditions, it fails to satisfy the recognized canons of equity in taxation. Speaking from wide experience, Mr. D. M. Kerly, Chairman of the Board of Reference set up in connection with the British Excess Profits duty, who was also a member of the Royal Commission on the Income Tax, 1919, recently made this significant statement:

"We have had several witnesses here who have told us that the income tax is a very excellent tax, and some have suggested that it should be the only tax. Each of the witnesses I have in mind represented large bodies of persons who would pay no tax at all, and therefore, their statement came to this, that the Income Tax was an excellent tax for other people to pay."

C.C. of A.'s Proposals

The Canadian Council of Agriculture in its official platform proposes that direct taxation be imposed—

"(*a*) By a direct tax on unimproved land values, including all national resources."

The possibilities of such a tax have been analyzed above. It is of the greatest importance, that the agriculturists realize that the larger part of such levy

(*Continued on page* 140.)

Reply to the Arguments Advanced for the Reduction of the Tariff

Statement Presented by the Canadian Manufacturers Association to the Tariff Commission at Winnipeg on October 14th, 1920

AT the opening session of the Tariff Commission at Winnipeg on September 14, the Canadian Manufacturers Association presented a general statement advocating the maintenance of the present fiscal policy of Canada. It is respectfully submitted that while the policy advocated has been opposed, the facts contained in this statement have not been refuted.

During the sessions of the Commission following the Winnipeg sitting, those who advocate a reduction of the Canadian Customs Tariff have used general lines of argument.

In the first place, statements have been made describing the hardships suffered by farmers in the Prairie Provinces, which are doubtless accurate in regard to those farmers who are operating in the dry belts, or who have had a succession of crop failures due to climatic conditions, but it can scarcely be claimed that the experiences of these particular farmers are representative of Canadian agriculture, the prosperity of which, we believe, compares favorable with that of the best agricultural countries in the world.

In the second place, the necessity of bringing under cultivation the vast area of arable vacant lands has been repeatedly urged. With this view, all classes of people in Canada will surely agree, because the importance of such action is self-evident. However, a similar problem confronts other partially settled countries, such as Australia, Argentine Republic, and Brazil, all of which maintain customs tariffs higher than that of Canada. These countries maintain such tariffs in the belief that it is necessary to assure the larger proportion of the home market to home producers in order to encourage well-balanced national development.

The charge that Canadian manufacturers take advantage of the Customs tariff to enhance the prices of their goods to consumers, which has been circulated for a number of years, has been repeated at various sittings of this Commission. These charges, as usual, have been made in general terms and have not been supported by proof in any case. Having been given the opportunity afforded by the sessions of this Commission to produce definite proof in support of vague allegations, we think that it is reasonable to suggest that such allegations should not be made in future unless supported by the name of the company, name of the article, and full information in regard to comparative prices, and specific dates of transactions. While those who have made these charges have contented themselves with general statements; on the other hand, at the various sessions of this Commission, information has been produced by manufacturers, supplemented by comparative prices, to show that their prices at Canadian points are considerably lower than United States delivered prices; and moreover many cases were filed showing where the Canadian prices at Canadian points are lower than the United States prices for the same class of goods in corresponding United States territory. It has been demonstrated that these Canadian manufacturers have been able to sell at such prices because the Customs tariff assures them a substantial proportion of the home market, and thus makes it possible for them to produce in large quantities. Conversely, it was shown that if the tariff were removed, and the Canadian home market largely flooded with goods from other countries, while Canadian goods were practically excluded from these other countries by existing tariffs, Canadian manufacturers would have their quantity production decreases, and their operating costs per unit consequently increased until they would find it impossible in many cases to continue operations.

In this brief, which was read by J. R. K. Bristol, Manager of the Tariff Department, C.M.A., an answer is given to the contention that manufacturers make use of the Tariff to enhance the prices of goods to consumers, and that manufacturers are the only class who are protected by the Canadian Customs Tariff.

It has been inferred at these hearings that the manufacturers are the only class who are protected by the Canadian Customs Tariff. In reply we refer to the following items of the tariff which show that duties are imposed on many farm products; consequently the farmers who produce these products are protected from the unfair competition of the farmers in other countries:

Tariff Item.		British Preferential.	Intermediate tariff.	General tariff.
4	Horses, over one year old, valued at $50 or less per head, each	$10 00	$12 50	$12 50
5	Animals, living n.o.p. (i.e. other than live hogs and animals for improvement of stock)	15%	22½%	25%
6	Live hogs, per lb.	1c	1¼c	1½c
9	Poultry and game other than canned	12½%	17½%	20%
16	Eggs, per doz.	2c	2½c	3c
18	Butter, per lb.	3c	4c	4c
35	Hops, per lb.	4c	6c	7c
47	Beans, n.o.p., per bus.	15c	22½c	25c
48	Peas, n.o.p., per bus.	10c	12½c	15c
49	Buckwheat, per bus.	10c	12½c	15c
52	Barley, n.o.p., per bus.	10c	12½c	15c
54	Indian corn for purposes of distillation, per bus.	7½c	7½c	7½c
56	Oats, per bus.	7c	9c	10c
58	Rye, per bus.	7c	9c	10c
60a	Wheat, when imported from a country which imposes a customs duty on wheat grown in Canada, per bus.	8c	12c	12c
69	Hay and straw, per ton	$1 65	$1 75	$2 00
70	Flax seed, per bus.	7½c	10c	10c
71	Seed of timothy and clover	5%	10%	10%
71a	Field and garden seeds not specified as free, valued at not less than $5 per pound, in packages, weighing not less than one ounce each	5%	10%	10%
83a	Potatoes, when imported from a country which imposes a customs duty on potatoes grown in Canada, per bushel	12c	20c	20c
85	Tomatoes, fresh	20%	27½%	30%
87	Vegetables, n.o.p.	15%	27½%	30%
95	Blackberries, gooseberries, raspberries, strawberries, cherries and currants, n.o.p., per lb.	1½c	1¾c	2c
96	Fruits, n.o.p.	17½%	22½%	25%
97	Pears, quinces, apricots, n.o.p., per cwt.	35c	45c	50c
97a	Plums, per bus.	20c	20c	30c
98	Melons, each	2c	2½c	3c
100	Grapes, n.op., per cwt.	1½c	¾c	2c
102	Peaches, n.o.p., per cwt.	67c	90c	$1 00
108,	Honey, in the comb, or otherwise, per lb.	2c	2½c	3c
138	Maple sugar and maple syrup	15%	17½%	20%

Tobacco—Canadian growers are protected in the amount of excise duty payable.

Besides, being protected in the home market on most of their farm products.

Canadian agriculturists can import certain commodities such as binder twine, light tractors, cream separators, etc., free of duty and the duties on farm machinery and supplies in general are the lowest in the Canadian tariff schedules.

We beg to deprecate the assumption that certain Saskatchewan newspapers have made to the effect that the tariff problem aligns the manufacturers on one side in opposition to the farmers on the other. During these sessions of the Tariff Commission, in addition to the manufacturers, fishermen, lumbermen, coal operators, wholesale merchants, farmers' organizations, and others have appeared and declared their support of the policy of protection. In British Columbia, the British Columbia Fruit Growers' Association declared in favor of the present tariff on their products; the British Columbia Seed Producers' Association asked that certain articles in the free list produced by them be protected; the Fraser Valley Milk Producers' Association asked that their present protection be maintained, and the United Farmers of British Columbia endorsed the resolution of the British Columbia Fruit Growers' Association asking for the maintenance of the tariff on fruit, that is, in British Columbia. Practically all the farmers of the province, through their respective organizations, asked for tariff protection.

Throughout the hearings, the official representatives of certain of the farmers' organizations seemed anxious to avoid the charge that they are free traders. It is not alleged that the farmers of Canada are all free traders, or that the majority of them are free traders; in fact, the history of the last forty years indicates that the majority of farmers have consistently supported the policy of adequate protection for home industry, including farming; but we wish to show from an analysis of the official platform of the Canadian Council of Agriculture drafted and issued at Winnipeg on November 29, 1918, how far the tariff policy enunciated in that platform goes in the direction of free trade. The preamble to the definite tariff demands of the platform reads as follows:

"Therefore be it resolved that the Canadian Council of Agriculture, representing the organized farmers of Canada, urges that, as a means of remedying these evils and bringing about much-needed social and economic reforms our tariff laws should be amended as follows:"

(a) "By an immediate and substantial all-round reduction of the Customs tariff."

It should be noted that the reduction requested is to be "immediate" and "substantial" and "all-round." What is meant by these terms in percentages? Taken literally, the clause advocates a long step towards free trade.

The second demand reads as follows:

(b) "By reducing the Customs duty on goods imported from Great Britain to one-half the rates charged under the general tariff, and that further gradual, uniform reductions be made in the remaining tariff on British imports that will ensure complete Free Trade between Great Britain and Canada in five years."

Here is a definite demand for complete free trade between the United Kingdom and Canada, and is the second step towards complete free trade. During the fiscal year ending March 31st, 1919, the duty collected on goods imported from the United Kingdom amounted to $11,164,989. Owing to the war, imports from the United Kingdom fell away after 1914 from the high water mark reached in 1913, when the duty collected on United Kingdom goods rose to $27,158,162. Consequently, as imports from the United Kingdom are rapidly increasing, free trade would eliminate a considerable portion of the revenue of the Dominion Government.

The third demand reads as follows:

(c) "By endeavoring to secure unrestricted reciprocal trade in natural products with the United States along the lines of the Reciprocity Agreement of 1911."

"Unrestricted reciprocal trade" in these products would constitute the third step in the direction of free trade.

The fourth demand reads as follows:

(d) "By placing all foodstuffs on the free list."

It is difficult to determine exactly what is included under the term "foodstuffs," but it is submitted that the following list may be taken as fairly accurate:

Arrowroot.
Biscuits, unsweetened.
Biscuits, sweetened.
Butter.
Beef, fresh.
Beef, salted in barrels.
Bacon and hams cured.
Baking powder.
Barley.
Pearl barley.
Beans.
Buckwheat.
Buckwheat flour.
Brand and mill feed.
Chicory, green.
Chicory, roasted.
Coffee, green, n.o.p.
" green, imported dried.
" extract.
" roasted, not imported dried.
" other.
" condensed with milk.
Cocoa, beans, not roasted, crushed or ground.
Cocoa shells and nibs.
Cocoa paste, unsweetened in blocks.
Cocoa paste, sweetened.
Confectionery, not containing cocoa or chocolate.
Other confectionery.
Cereal food in packages.
Cereal foods, n.o.p.
Corn for distillation.
Corn meal.
Cheese.
Cocoa butter.
Cider, raw.
Cider, clarified.
Corn, canned.
Eggs.
Fruits, preserved in brandy, etc.
Fruits, canned.
Fruits, dried—apples, currants, dates, figs, prunes and others.

Fruits—all kinds, including apples, apricots, pears, quinces, blackberries, gooseberries, raspberries, strawberries, cherries, cranberries, currants, grapes, lemons and limes, melons, peaches, plums, fresh tomatoes, raisins, etc.

Fish.
Gelatine.
Grain, damaged.
Glucose, and grape sugar.
Ginger and spice, unground.
Ginger and spice, ground.
Ginger preserved.
Hops.
Hominy.
Honey.
Hay.
Jellies and jams.

Lime juice, crude, containing more than 25 per cent. proof spirits.
Lime juice, refined only.
Lard.
Lard compound.
Liquoria.
Mustard, ground.
Mustard, French liquid.
Molasses, testing under 35 but not under 20 degrees.
Molasses, over 56 degrees.

Molasses in original packages, produce of foreign countries.
Macaroni and vermicelli.
Malt.
Malt flour.
Malt extract and grain molasses.
Milk food.
Milk and cream, fresh.
Milk, condensed.
Mutton, fresh.
Pork, fresh.
Pork in brine.
Other meats, fresh.
Other meats, salted.
Meats, dried.
Meats, canned.
Meat extracts.
Nutmegs, unground.
Nutmegs, ground.
Nuts of all kinds.
Oats.
Oatmeal.
Olives, in brine, in bulk.
Olives, bottled.
Pickles, bottled.
Pickles, in bulk.
Potatoes.
Potatoes, sweet.
Peas.
Sugar cane, shredded.

Sugar, not above 16 Dutch standard.
Sugar, above 16 Dutch standard.
Syrup and molasses, n.o.p.
Rice.
Rice and sago flour.
Rye.
Rye flour.
Sago and tapioca.
Starch, corn, farina, etc.
Sausage casings.
Straw.
Sauces and catsup, bottled.
Sauces and catsup, in bulk.
Sauces (soy).
Canned tomatoes.
Tapioca flour.
Tea, all kinds.
Vegetables.
Vinegar.
Yeast cakes.
Yeast.
Other bread stuffs.

(*Continued on page 88*)

The Better Furnished Homes Campaign

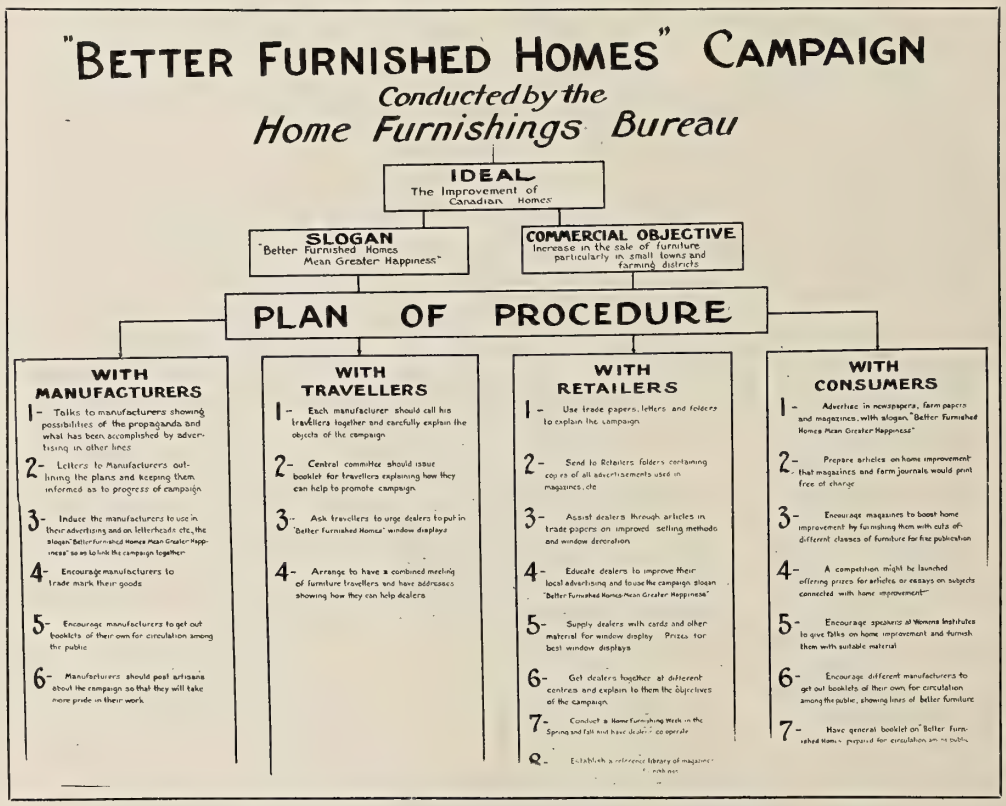
The Plan of the Home Furnishings Bureau—Improving Canadian Homes by Advertising—Increasing the Sale of Furniture by Raising the Public Taste

By J. L. CHARLESWORTH

GREATER happiness! The person or persons who are honestly trying to bring that about are deserving of more than passing interest. The ideal of the Home Furnishings Bureau definitely puts it in this class. "Better furnished homes mean greater happiness," declares its slogan, and as a consequence the ideal is the improvement of Canadian homes.

What is the Home Furnishings Bureau and how can it carry out its plans? are natural questions to ask. The answer to the second is advertising, details of which will be given below. For the first question one must turn back the calendar some six months. The problem of furniture manufacturers has always been the securing of popular appreciation for good work. Every home owner wants his house to be a thing of beauty, but not everyone knows how to make it so. To Mr. Cawkell, secretary of the Furniture Manufacturers Association came the idea that the educational influence of group advertising might do a great deal of good in this direction. The James Fisher Company, Limited, were called into consultation and they drew up the plan of procedure that is shown on this page. The scheme was then presented to a number of furniture manufacturers, and a committee was appointed to look after the details. On this committee are G. W. Gibbard, of the Gibbard Furniture Company, Limited, Napanee, Ont., who is chairman; J. H. Baetz, of Baetz Bros. Furniture Company, Limited, Kitchener, Ont.; W. J. Anderson, of the Stratford Chair Company, Limited, Stratford, Ont.; George Hughes, of the Gold Medal Furniture Manufacturing Company, Limited, Toronto; A. A. Schreiter, of the De Luxe Upholstering Company, Kitchener, Ont., and W. Cawkell, secretary of the Furniture Manufacturers Association. Their deliberations led to the establishment of the Home Furnishings Bureau, with T. Lyle Blogg as manager.

With the organization completed the plan of campaign remained to be worked out in detail. The diagram of this plan is reproduced here. It will be seen that for the purposes of the movement, four lines of endeavour were to be considered; work with manufacturers, travellers and retailers, whose co-operation was essential to the success of the plan; with consumers, because they are the ultimate judges of everything.



Disposition of the Home Furnishings Bureau's Advertising Forces

Manufacturers are seeing the possibilities of group advertising. In the case of furniture a general demand must be created before it is any use advertising a particular line. This general demand can be more strongly influenced by a co-operative campaign than by individuals, if only for the reason that the funds are greater. The furniture manufacturers have been shown what similar advertising in other lines has accomplished and their support of the present movement has been secured.

Travellers are a force that can be used effectively. The traveller from the very nature of his profession must be a persuasive talker and a friend of the retailer. Continually on the move from place to place, he picks up a number of good ideas about methods of selling. These he passes on to the retailer, who is glad to receive the suggestions of wider experience. When the traveller explains to the dealer what the "Better Furnished Homes" campaign is, the latter is likely to co-operate readily with the Bureau.

Letters and folders explaining the campaign and showing copies of advertisements to be used are going out to retailers. Articles inserted in trade papers to show what improvements can be made in selling methods and window decoration, and a supply of material for window display, with prizes offered for the best efforts, are developments under consideration.

To make sure that all three classes, manufacturers, travellers and retailers, will work together for the achievement of the Home Furnishings Bureau's ideal, meetings are being called at various centres. Here the audiences are addressed by a speaker, who shows what part they can and should play in the

campaign, and the benefits they will derive from it. In addition a reference library of books and magazines dealing with furniture and decoration is being established, so that dealers may consult authorities on matters affecting their business.

That, briefly, is the disposition of the advertising forces which are being brought to bear on the ultimate consumer. In this case every adult in Canada may be looked upon as a possible consumer, for everyone dreams more or less of having a home of his own. But, in the main, the people whom it is necessary to reach are those who already have homes, and might be induced to furnish them more artistically.

Reaching the Farmer

In the cities, where ideas are more quickly disseminated, and examples of well-furnished homes are more numerous, the need for missionary work, while it exists, is not so pressing as in the rural districts. It is on the farms and in the smaller towns of Canada, that one sees the imperative necessity for education in decorative art. That is why the advertising of the Home Furnishings Bureau is being distributed among eleven farm papers and seventy-four Ontario weeklies as well as about 50 daily papers. These go to the rural districts of the Dominion where the need of properly furnished houses is most urgent.

"How ya gonna keep 'em down on the farm?" inquires a once popular song. The dainty lyric expresses a real problem, though probably few who have sung and jazzed to the tune have taken it very seriously. The only possible solution is to make the farm as attractive as the city, and art, like charity, begins at home.

Victorian Horrors

Do you remember the typical Canadian drawing-room of a few years ago. A room hermetically sealed except when "company" called, or weddings and funerals occurred. Here reposed in solemnity and gloom the best furniture, covered with good, durable, shiny, slippery horsehair. The walls made some pretence at gaiety, for flowered paper covered them, and they supported crayon portraits of the heads of the house. In one corner stood a "what-not" containing seashells, souvenir spoons, old Christmas cards—all the rubbish that people collect and hate to throw away. The black walnut centre table, with the family Bible and the photograph album, completed the picture. The officials of the Spanish Inquisition might have been able to design a better torture chamber, though it is doubtful. Any comparison between them and the inventors of the Canadian parlor must nevertheless be in favor of the former; the Inquisitors at least had imagination.

Luckily in the cities we have done away with this kind of room. It is, unfortunately, still to be found in many farm houses. Remember that it is the best room in the house, too good to be used except on state occasions. Can it be wondered that there is difficulty in getting people to go on the farms or to stay if the accident of birth places them there? The problem of rural depopulation is to a large extent the problem of house furnishing.

For this reason the advertisements are designed to carry a special message to the farmers. One of these tells the too-familiar story of the prosperous farmer who invests his profits in barns and machinery instead of in his home. The children leave the farm as a matter of



A Specimen of the Advertising being used to establish the idea of Better Furnished Homes

course. The reason is found on the father's death when an inventory of the estate is made. The household effects are valued at only five hundred dollars.

Another medium that can be used is the Women's Institute. This society frequently forms the social centre of a rural district and members attend the meetings to hear a lecture on some subject connected with their daily lives. It is hoped that some speakers may be induced to choose home improvement as a subject. The Home Furnishings Bureau will be prepared to supply material for such a lecture.

As a supplement to the work of the Bureau, individual manufacturers are being induced to send out booklets showing better lines of furniture. Retailers will receive suggestions calculated to improve their local advertising. They will be asked to run their own advertisements next to the general advertisement, so that the reader will notice where he can buy furniture at the same time as he is learning about its importance. Above all, retailers and manufacturers are being encouraged to use the campaign slogan, "Better Furnished Homes Mean Greater Happiness." This links them all together in support of the movement.

The Advertisements

One must admit that the organization is almost flawless; the advertisements are visible proof of this. One has been reproduced here, not because it is the best of the series, but because it is typical of several outstanding feaures of the campaign. The design is striking; a frame of carved wood suggesting a mirror, the lines of which carry the eye up to the picture of a charmingly furnished bedroom. Below this is the caption in lettering calculated to be effective without unnecessary obtrusiveness. It is imperative—"Make your home worthy of your own good circumstances." The reader whose attention has first been caught by the pictured room mentally compares it with some room in his own house. The importance of furniture may not have occurred to him before. He reads the argument, and comes to the same conclusion that is stated in italics at the bottom—"Better Furnished Homes Mean Greater Happiness."

Another advertisement of the series approaches the subject from a similar angle, but the appeal is to the desire for national rather than individual happiness. The caption here reads, "Let the homes of Canada reflect the nation's prosperity." When one comes to think of it, what better symbol of prosperity than a well-furnished home can be found? No civilization is worthy of the name unless the people who possess it are living under conditions that make for happiness. Where there are a few mansions and thousands of hovels trouble is bound to come.

Prosperity Justifies Comfort

In Canada, where there are neither the great fortunes nor the great poverty that characterize some European countries, there is not the unrest that is prevalent there. Canadians can always look forward to owning their own houses, and should be willing to make them beautiful. To quote from the advertisement, "the individual earnings of Canadians are greater than those of almost any other race. We are living in prosperous times, and in a country with a glorious future. The new era commencing with the close of the war is proving to be the most progressive and prosperous in the history of the Dominion, and Canadians can well afford to brighten up their homes with better furniture."

The Home Furnishings Bureau is not an ephemeral organization; as its ideal is the improvement of Canadian homes there will always be work for it to do. At present its activities are confined to showing the part furniture plays in an attractive home. Later it will turn people's attention to other details, rugs, curtains, lighting fixtures, etc. The point at issue is the elevation of taste and that cannot be accomplished in a day.

One particular feature in the campaign is the Home Furnishing Week. Throughout the year the objects of the Bureau will be kept before the public eye by advertisements inserted in various papers two or three times a month. In Spring and Fall, when people are housecleaning and redecorating, the Bureau will have a week of intensive advertising. Manufacturers will also run special advertisements and retailers will co-operate with window displays. The success of the Home Furnishing Week will be a gauge for the value of the whole campaign.

Compare Shoe Manufacturers

It is natural to compare this advertising with that of the Shoe Manufacturers' Association. In the latter case the purpose was not to create a demand for shoes, but to get justice for Canadian-made footwear. In the "Better Furnished Homes" campaign, the first thing to be done is to create a demand for furniture of better quality. When this is done it will be time to emphasize the merits of Canadian-made furniture.

The advertising of such an article as furniture must be continuous since most people think of it as a luxury. With the shoe manufacturers all that was required was to bring their case before the public. If necessary it can be done again and no advantage is lost in the interval. If the Home Furnishings Bureau were to drop its advertising for a few months it would have to cover the same ground again when it resumed operations. Its campaign is a process of education. That of the shoe manufacturers is the presentation of a few simple facts.

Group Advertising

Both campaigns are illustrative of the value of group advertising. The proverb that two of a trade can never agree no longer holds good. All manufacturers of the same article have a great deal in common. The matters they wish to bring under the limelight may not all be the same, but there are sure to be enough to make a common cause. It is more efficient to give publicity to those matters through combining forces. The individual manufacturer saves his advertising space for the facts that he wishes to emphasize about his own particular product. The general advertising looks after the more general ideas.



T. Lyle Blogg
Manager of the Home Furnishings Bureau

The advertising of a group can spread over a greater area than that of an individual and is proportionately more effective. If each manufacturer were to paddle his own canoe and advertise in the same papers that they use as a group, he would get little better results than would be gained from the insertion of a single advertisement. The expense to them all would be multiplied by the number of advertisers.

Again, group advertising is a signal benefit to the small manufacturer whose business will not justify a large appropriation for publicity campaigns. Novel

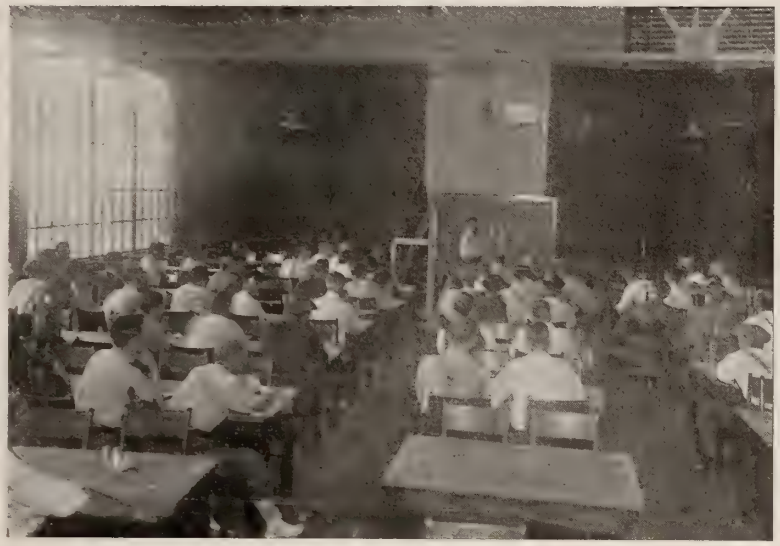
(*Continued on page* 96).

This School Goes Right into the Factory and It's a Success, too

By LYMAN B. JACKES

AM I prepared to go down amongst the employees of my factory or shop and ask them questions relative to finance, physics, mathematics or the nature and source of the raw materials they are working into finished products?

That is the question to keep on the horizon of the vision when considering this "School" which comes right into a Canadian factory and during its short career of six months has justified its continuation.



The School in Action
One section of the 175 workmen listening to a scientific lecture

The subject of education is always a difficult topic of consideration to the worker forced from school during the most receptive period of life; however, the germ of better things is there. Judging entirely from the overflow of workers applying for admittance to various night schools, it is quite safe to presume that a great percentage of Canadian factory workers would develop symptoms of the learning fever if they could be bitten by a book-work.

Night schools fill a great need in the life of any community but they have two disadvantages. The machinery for keeping interest alive between employer and employed, is defective and the time required for attendance cuts deeply into the worker's out-of-business hours and adds to his already strained budget of expenses. Then, too, there is the feeling of uncertainty. The attending workman feels that he is taking all the risk with very defective lines of approach to the authorities in the factory who might recognize his efforts to improve his worth.

The school which is to be described is a serious attempt to overcome the defects of the above. The management set the curriculum. The teachers are well known to them and the school is held in Company time and the scholars paid to attend; but there is nothing compulsory about it. The idea has developed from the theory that future executives often lie latent in the lower ranks of the factory organization, and it is fairer, better and cheaper to develop them than train in new men from the outside.

In designing the course of study two objects were considered over and above enlightening the students on their specific work in the factory. Sufficient geography and economics were introduced to give a satisfactory idea of the sources and nature of the raw materials used; and an amount of science, mathematics and economics worked in. These latter topics were utilized as a means of making the scholars think, for a mind trained to grasp the essentials of a problem and study it from an analytical standpoint is useful in any branch of business. Besides that, a little occular demonstration with some improvised apparatus helped to throw a vast amount of light on the physical principles underlying much of the technical procedure in the plant.

That phase of the work which might be directed to bettering the relations between employed and capital has been considered an intangible asset. It is a subject which cannot be computed in cold detailed facts. But if after trying the experiment for six months it is found that men have learned the intelligent use of reference works for compounding facts for or against any argument; have learned to look on the standard encyclopedias as friends instead of fearsome storehouses of dryness and drought; have developed a liking for good wholesome literature; have seen something of the intricacies of commerce and finance and travelled in far distant lands to witness the screen activities of their fellow-men toiling to produce the raw material all about them in the factory; then their outlook on life must be affected.

In detail it might be mentioned that the school in question is held in the factory of the Goodyear Tire and Rubber Company of Canada, Limited, at New Toronto. The idea took definite development about seven months ago when a young chap, who had just graduated from university, was entrusted with the application of the experiment. His chief qualifications were not enclosed in his academic parchment, but involved in the fact that he had knocked about amongst the British Tommies in the mid-Orient during the late war and had seen, first hand, the effect of interesting education applied as a cure to that boresome disease "Fedupitis."

The first intention was to apply the experiment to certain prospects amongst the non-executive element of the factory. Suspicion, lack of interest and perhaps a tinge of ridicule faced any extension in other directions. Within a few weeks, however, this all melted away and topics involving industrial history, evolution of progress and current events were soon keenly attended by those holding responsible positions in the factory system.

It is an astonishing thing the attitude of the working man to anything that smacks of a university. He finds it difficult to separate that word from association with highbrows, snobbery and a class of recluse who have no connection with the ranks of labor excepting when the aforesaid want money. Once the university man will forget all about the balance of trade between a six-hundred-dollar-a-year professor and a ten-dollar-a-day mechanic, and come forward and seek a meeting with the son of toil, he will

make two interesting discoveries. He will find that the ranks of labor are keenly interested in education and he will receive an insight into the boundless storehouse of latent thought and brain energy which could be developed to the untold gain of the nation. A visit to a class when the unrest of to-day is being studied in the light of history would be ample justification for the above statements.

When the main section of the school was started some difficulty was experienced in knowing just where to start regarding the curriculum. A test examination showed that only a small percentage of workmen have retained the smattering of fractions and decimals that they had received at public school; large numbers on the other hand had not attended school for a sufficient time to become familiar with these topics. Here then was a starting point and it threatened to be a long, tedious obstacle until the men demonstrated their willingness and intention of studying systematically at home if a suitable text-book could be provided. The ordinary treatise on the

EXAMINATION PAPER

1. Draw a section of the rubber tree and name the various parts.
2. What is the average percentage of rubber in latex?
3. What is the operating principle of a Bristol recording thermometer? Name at least two advantages it possesses over the ordinary mercury type of thermometer.
4. If a barometer standing at 29 inches was placed in a vacuum chamber and a vacuum of 28 inches created in the chamber; what would be the effect on the barometer? Calculate its probable reading.
5. Rubber grows in a belt 15 degrees north and south of the equator. How wide is this belt in miles?
6. Between what temperature is rubber air dried?

A typical Examination Paper set after three months' study; 175 men tried the paper. Average marks: 58 per cent.

topic did not meet the requirements. They were replete with examples but famished for information on how to do the examples. The difficulty was overcome by the publication of a special book that was printed on the Company's mimeograph. The order was reversed as the most detailed instructions were included and after a few hours study the men had acquired a first-hand working knowledge of decimals and fractions. Meetings of three or four hours total duration served to clear up any points in doubt and the class was ready to handle problems in percentage, mensuration and proportion that dealt somewhat directly with the routine of the Goodyear Tire factory.

The mathematical book was followed by a publication dealing with the procedure in the factory. This was compounded by experts in the many phases dealt with by the book and was somewhat technical. It was meant to act as a skeleton for a series of lectures. This study had not progressed far when it was found necessary to introduce elementary chemistry and physics to the curriculum, in order that the workmen students might grasp the fundamental principles of applied science in the factory. Before this little course had been completed the men had a splendid idea of the nature of vacuum production and measurement, compressed air, temperature control and recording, a smattering of electricity and the nature of chemical combinations. The technical studies pertaining to the factory were interspersed with a few lectures on economics and finance. Special effort was made to clear the air regarding the period of reconstruction through which Canada is now passing. This gave the men an insight to the money conditions now in existence and broadened their minds on the subject.

Progressive and encouraging, as was the work amongst the workmen of the plant, it did not surpass the interest taken by the foremen and minor executives once the rough edges had been brushed away and the purpose of the work thoroughly understood. The studies for this section of the pay-roll were necessarily varied, and after some experimental work the course was lined up with a view of leading to a study of labor turnover. An effort was made to reconstruct history and drag from its members the dry dust of dates and persons. These were replaced by a snappy discourse of events in their relation one to another, with social evolution as a backbone to work from. To witness a group of forty or fifty busy factory executives listening intently to a talk from a young university graduate, on the evolution of industry; and then hear the intelligent questions that are brought up in the after discussion, is proof positive

EXAMINATION PAPER

1. What is meant by the term "Bullion"?
2. Name three factors which cause a foreign country to set a discount on Canadian money at the present time.
3. If a stock with a par value of $20 a share, and paying 8 per cent., may be purchased at the present time for 60 per cent. of its face value; what rate of interest will an investor receive if he makes a purchase of this stock?
4. Name one common cause of mill rolls breaking.
5. What is mineral rubber, and where is it obtained?
6. What effect has moisture in compounding materials?
7. What is the meaning of the word "Tensile"
8. Think back over the historical talks that have been given and name three great gifts that have been made to progress and industry by working-men.

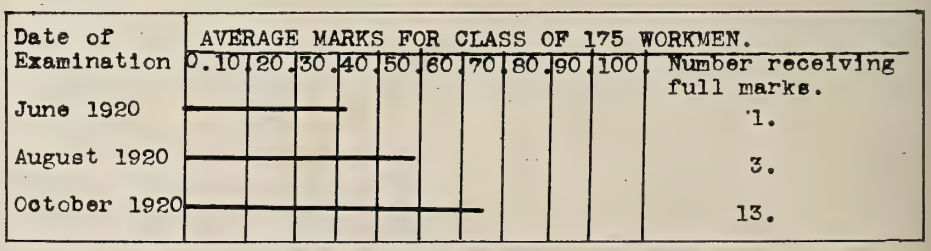
A paper set after five months' study; the same group of men passed this with an average mark of 75 per cent.

that some educational institution in Canada is not doing its full duty to the ratepayers. It is also rather a compliment to the organizer of the work, to have a deputation of workmen stop him in the passageway of the factory and broach the subject of a club, to meet one night a week, possibly in the Y.M.C.A., in which the talks could be extended without encroaching on the Company's time.

"When I consider the atmosphere in which we started just six months ago," the director of the work stated, "it was one of the greatest compliments that I have had thrown at me."

New Electrical Devices

Two bulletins just issued by the Harvey Hubbell Company of Canada, Limited, are descriptive of two new devices which they are placing on the market. These are the Toggle Flush Switch and the Toggle Snap Switch. The bulletins are numbered 16-12 and 16-18, and are for insertion in the company's catalogue, number 16.



What can be done with a factory school. The examinations were more complex as the studies continued.

The Motor Truck as Solution of Industry's Transportation Problem

By ELTON JOHNSON

IN making a survey of his plant and office, in order to re-assure himself that he is using an up-to-date, efficient and economical system in every department, the manufacturer of to-day must give a very considerable share of his attention to his transportation methods.

Probably no item of the manufacturer's costs is more neglected and at the same time has such possibilities of scientific organization as the hauling of his raw materials and finished products. In the average business to-day, transportation is insufficiently organized with the result that operating costs are higher than they need be.



Facilitating Lumbering Operations

With the great increase in the use of motor vehicles in all branches of industry, a revolution in transportation methods is taking place. Canadian manufacturers are already seized of the value of the motor truck both as a means of handling raw materials and delivering the finished product, and the number of trucks in commercial use is rapidly increasing. In this article some experiences in the use of trucks are given and suggestions are made as to the services in which they can be used to advantage.

Every manufacturing concern that does any considerable amount of hauling, either by railway, steamship, horse and wagon, or motor truck, should have a traffic manager who should give at least part of his time to co-ordinating all the existing modes of hauling in use by his company, to organizing delivery on the most economical basis and to supervising the purchase and maintenance of the mechanical equipment in use.

For thousands of manufacturers in Canada the motor truck has solved their transportation problems. The development of the use of commercial motor vehicles since the war, in all branches of agriculture and industry, has brought about little short of a revolution in our existing modes of transportation. The next five years, which will undoubtedly see a stupendous growth in motor truck transportation, will produce radical changes not only in the methods of hauling in use to-day but even in the actual distribution of industry.

In Ontario, to-day, there are over 12,000 motor trucks in use. Nine hundred of these are owned by farmers, while the remaining thousands are operated by business men and manufacturers. In the United States, where the growth of this new agency has been more rapid, there are close on to a million motor trucks in operation. Manufacturers of every conceivable commodity are using trucks for bringing in their raw products, for yard work and for the delivery of their finished products. In most cases, co-ordination is accomplished with railway and steamship, but in some instances, the truck has replaced the railway where delivery distances are less than 100 miles.

It was the war which taught United States and Canada not only the advisability, but the necessity, of transporting freight by means of motor trucks. During the congestion of the railways in the Republic during 1917 and 1918, the manufacturers turned to the commercial car as a solution. Day and night during the war, powerful trucks carried war needs from camp to camp, and from manufacturing cities to the sea coast.

When peace came, the idea of truck transportation remained and automobile concerns began to turn a great share of their attention to the truck end of their business. To-day there are 215 truck-makers—and they are all hard pressed to fill orders. The growth of this new movement has been so rapid that we scarcely realize to-day that a new era of transportation has already arrived.

The motor truck, in the manufacturing field, is becoming more and more an adjunct to production. In Canada, to-day, it is discharging many functions. Its service begins when a building from which will issue production is being erected. It hauls away the dirt from the excavations, brings in materials for construction, delivers the raw material and finally completes its record by carrying finished articles to the point of delivery.

Canadian manufacturers are using the motor truck in the matter of delivery in two ways—first, as an auxiliary agent to the railroad and steamship, and secondly as a definite replacement of all other methods of hauling.

A study of the results achieved by the motor transportation system in use by Telfer Brothers, Limited, biscuit manufacturers, Toronto, will be useful as an example of what firms may achieve in economy, speed and satisfaction by the use of motor trucks.

This manufacturing concern is operating two trucks, both of two-ton capacity, for round trips between these Ontario cities and towns:— Hamilton (40 miles); Welland (85 miles); St. Catharines (72 miles); Niagara Falls (85 miles); Brantford (65 miles), and Guelph (70 miles). Such has been the success attending the introduction of truck delivery, that plans have been completed to extend the scope of their truck delivery to Port Hope, Belleville, Kingston, Lindsay and Peterborough.

Telfers have found that truck delivery is definitely more economical than freight shipping. They estimate that the cost of shipping 100 pounds of biscuits to their wholesalers in Hamilton and bringing back the empty packages is 76 cents. The cost of making the same shipments by motor trucks is exactly one-half, or

36 cents. This sum includes not only the cost of gasoline, oil and the driver's wages, but also the daily depreciation on trucks and tires, the interest on the investment, insurance and labor used in loading.

In estimating the cost of freight delivery, the actual freight rates must not alone be considered. Besides these, and the delivery charges, both in Hamilton and Toronto, the extra cost of labor and material in securely packing and crating the biscuits and the cost of freighting back the empty packages must be reckoned with.

If speed is a consideration in distribution, there is no question but that the truck can deliver goods to a point 100 miles away more quickly than the freight car, which averages only 30 miles a day to the truck's 100. If speed is no consideration; if the products to be shipped are light and bulky and the delivery distance is considerable, it is equally certain that the freight car is the only sensible carrying agent.

The motor truck is an expense every moment it is on the road, and the manufacturer who decides upon trucks as his delivery agent, must in some way, arrange that his cars bring back return loads. If it is not possible to bring back empty packages or crates, it might be practical to make arrangements with firms in the city of delivery to bring back some of their products or to bring in loads of necessary raw materials.

Three hundred miles has often been taken as the limit for an efficient, economical motor truck route, but the Goodyear Tire and Rubber Company is operating a continuous service between Akron, Ohio, and Boston, a distance of 800 miles. A fleet of motor trucks make the round trip in from 6 to 9 days. Each truck is manned by two drivers, one of whom sleeps while the other drives.

With the present poor condition of roads in Canada, it is only possible for the motor truck to compete with the railroads in delivery distances of less than 100 miles and with less than carload lots. "Compete" is not the right word, however, as the motor truck is merely taking away from the railroad, that shipping which is least profitable. Carrying less than carload lots a distance of less than 100 miles is seldom profitable for the steam line and involves costly congestion at the terminals when the whole facility of the road should be turned in that direction where it will always be supreme, namely, the hauling of full carload lots any considerable distance.

Advocates of highway traffic in Canada are in no sense attempting to organize a system of transportation which will be a rival to the existing systems—the railway and merchant marine. They are aspiring to supplement these existing methods in a transportation trinity which will result in increased production throughout Canada. They are interested in arranging a satisfactory relation between all three traffic factors, assigning to each its proper share of this country's hauling. It is in local communication, not in national, that the highways offer an infinite possibility of development. It is a development which should be of the greatest interest to every Canadian manufacturer to-day from a definite business standpoint.

Trucks are built in such a variety of sizes, weights and designs of body, that there is a truck suitable for the needs of every type of manufacturer. That there are only 12,000 motor trucks in use in Ontario shows that many thousands of manufacturers are not yet using this new agency to any considerable extent.

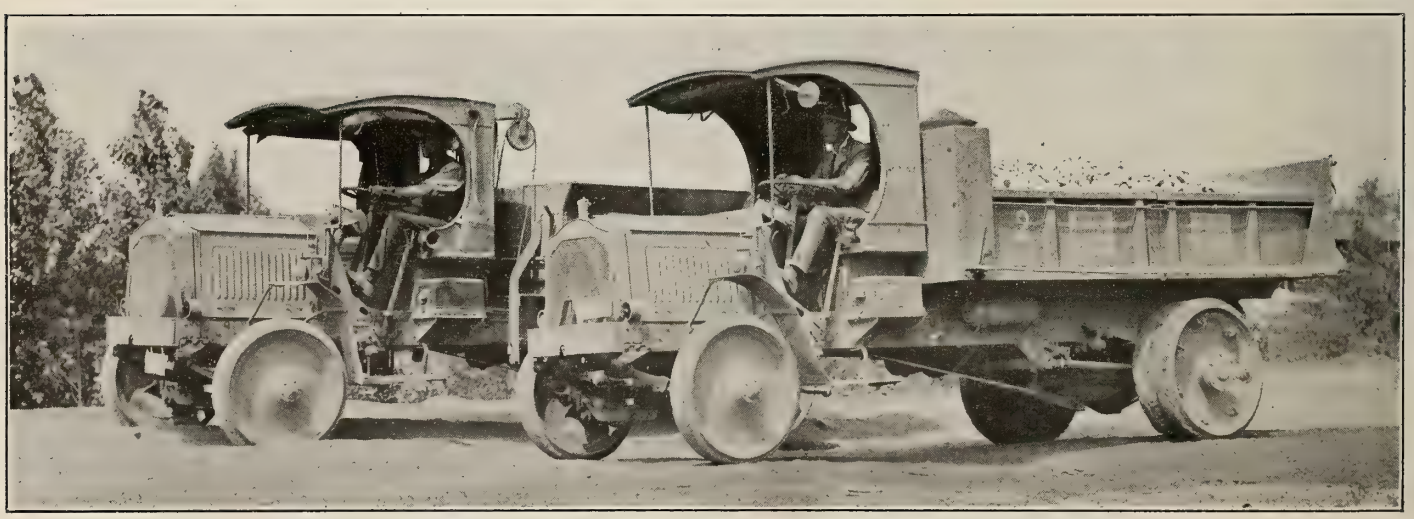
Glass manufacturers, for example, are using trucks to haul both raw material and finished product. Soap is being hauled in trucks, which, on account of cleverly painted bodies, serve also as excellent advertising mediums. The weight of pianos is not too great for the powerfully-constructed truck, and even machinery weighing several tons is being hauled considerable distances by motor.

The chief factor which is holding back increased development of this new transportation agency is the lack of suitable highways in Canada. The proposed highway system for Ontario and the large appropriations for good roads by both the Federal and Provincial Governments should do much to make highway hauling popular with manufacturers. The ideal type of roadbed to stand the strain of heavy duty trucks has not yet been discovered nor has the proper relation between main highways and auxiliary roads been found. Manufacturers everywhere are among the foremost advocates for good roads.

There is no one more interested in motor truck transportation than the Hon. F. C. Biggs, Minister of Public Works in the Ontario Cabinet. He is a strong believer in the possibilities of great development in this movement and is not forgetting the truck factor in his plans for a widespread good roads system in Ontario. He stated that he realized that many of the main roads in his system must be built to stand the strain of heavy duty trucks, and stated that his engineers were working out the problems of construction now. He declared, moreover, that he didn't know what his department would have done this summer and fall without the help of twenty Government-owned trucks.

Heavy Canadian winters are responsible to some extent for the delay on the part of manufacturers in using trucks

(*Continued on page* 92).



Two Trucks Used by a Toronto Firm for Delivering Building Materials

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Kitchener and Waterloo Branch Meeting

A GENERAL meeting of the Kitchener and Waterloo Branch of the Association was held in Kitchener on Friday, October 8th, 1920. The meeting was well attended and proved to be very interesting.

The nominating committee selected at the last previous general meeting for the purpose of recommending the personnel of the Executive Committee of the Branch, proposed that it consist of Chairman of the Branch, J. H. Baetz; Vice-Chairman, H. M. Snyder; W. E. Woelfle, J. Valentine, W. H. Moore, G. Schlee, J. A. Martin, A. R. Kaufman, G. H. C. Lang, Geo. S. Ahrens, O. Kinzie, F. S. Hodgins. This report was unanimously approved.

An interesting discussion followed, and in view of the fact that the Committee of the Cabinet enquiring into the effect of the Canadian Customs Tariff upon the general welfare of the country was then on tour, those present thought that the industrial and agricultural growth of the County of Waterloo might be well taken as an excellent illustration of the beneficent result of a sound national fiscal policy, and it is quite probable that an interesting story may be developed.

Ontario Power Committee Seeks Information

AT a meeting of the Power Committee of the Ontario Division held on October 25th, attention was drawn to the recent request of the Ontario Hydro-Electric Power Commission to users of power to reduce their consumption by 25 per cent. The secretary was instructed to ascertain from the membership whether such restrictions could be effected without serious inconvenience. Accordingly a circular was issued asking for specific information as to the number of h. p. contracted for, the number of h. p. actually delivered and any experience of shortage of power that members might have had. To enable the committee to act, an intelligent understanding of the present situation was necessary, and members were urged to be good enough to answer the questions as fully as possible so that the committee might be fortified by the facts.

Tariff Committee Discussed Tariff Inquiry

A MEETING of the Tariff Committee was held at the head office on October 22, with G. W. Watts, Canadian General Electric Co., Limited, in the chair. The principal business before the committee was the receipt of a report from the manager of the Tariff Department on the hearings of the Tariff Commission in Western Canada. These hearings had been attended by the manager and in his report he summed up results to the present time. The committee also spent some time in discussing the new ruling regarding the valuing of imports in the currency of the country of export. Both matters were made the subject of a report to the Executive Council at its meetings in Montreal.

Legislation Committee Holds Its First Meeting

ON October 22, the Legislation Committee held its first regular meeting for the year, 1920-21, at the head office. C. J. McFarlane, Canadian General Electric Co., Limited, Toronto, the chairman, presided. The first item of business was the addition of new members in order to make the committee as widely representative as possible of the membership of the Association. It was decided to ask the divisional secretaries to make nominations in their respective divisions so that there would be representatives on the committee from each capital city in Canada. Meanwhile a number of new members were added. (See page 138).

The Board of Commerce case was discussed at some length and it was decided to empower the Legal Department to employ such counsel as they deemed necessary to present the argument of the Association before the Privy Council. It was felt that there was no ground for any further declaration of policy at the present time.

It was reported to the committee that the appeal in the company test cases would be heard at the November sittings of the Privy Council in London. The Association is not directly interested in the case, it being carried on by a group of federally incorporated companies for whom F. W. Wegenast is acting as counsel. However the outcome will be watched with interest.

A report was presented to the committee reviewing the progress of minimum wage legislation in the various provinces and bringing information down to date.

Activities of the Montreal Branch in October

THE Dominion Executive Council held its monthly meeting in Montreal on Thursday, October 28th. This was much appreciated, for it makes the members of the Division feel that they are more or less on the Association map when the Dominion Council itinerary brings the meeting to this city. Quebec City is looking forward to a meeting in the near future.

Mr. Louis Loranger, the recently appointed travelling secretary for the Quebec Division, has been carrying the Association gospel into the cities of Quebec and Three Rivers since he took up the work and has been very successful in securing new members.

The Montreal Branch is busily engaged in preparing its case for presentation to the Railway Commission when it meets here on November 10th to hear local evidence touching upon the application of the Bell Telephone Company for the adoption of the measured service system. Messrs. F. W. Stewart, the chairman of the branch; B. W. Coghlin, vice-chairman, and Michael Hirsch have been named a committee to prepare a brief of the Branch and considerable specific evidence has been gathered in this matter for presentation.

The Montreal Branch is lending its support to other commercial organizations in the city in an effort to secure the assistance of the Federal Government in the construction of a second bridge from the Island of Montreal to the South Shore. The outlook is at the present time that this effort will bear fruit as the city is now presenting a united front in the matter.

The quarterly dinner of the branch will be held on November 16th. For this occasion two speakers have been secured, Roger W. Babson of Babson's Statistical Organizations of New York and J. N. Barss of the Shawbridge Boys' Farm and Training School. Mr Babson, who has addressed the branch on a former occasion, will speak on "The Outlook For 1921," and Mr. Barss will address the branch on "The Stuff of Which Men Are Made." A special effort will be made to secure a bumper attendance at this meeting. —R. W. Gould.

Another Section Formed on the Coast

NEWS has been received from the Secretary of the British Columbia Division which may be taken as an indication of the ever-growing appreciation of the services and facilities which the Association is providing for manufacturers of that province.

The brick and tile manufacturers have formed themselves into a Clay Products Manufacturers Section, such section to consist of those manufacturers engaged in this industry in the Vancouver Island district. By thus getting together and considering non-competitive problems of common interest to them all, we predict that much good wil result to the clay products industry in the Vancouver Island district.

Manufacturers Give Fifty-Three Scholarships

AT a meeting of the Education Committee of the Toronto Branch, C.M.A., of which George Brigden, Brigdens Limited, is chairman, it was reported that, for the session of 1920-21, fifty-three scholarships of $25 each were being donated to the Central Technical School by the manufacturers of Toronto. This is the largest total in the history of the scheme and shows how keenly alive the manufacturers are to the importance of encouraging technical education. The C.M.A. scholarships are awarded by competitive examination and give the student a three-year industrial course at the school. This year for the first time two students have decided to take the course in optometry.

Trade Commissioner Speaks on Industries Fair

CAPTAIN EVAN J. EDWARDS, H. M. Senior Trade Commissioner for Canada and Newfoundland, left Montreal recently for a tour of the West, during which he will address boards of trade and other interested bodies on the subject of the British Industries Fair. Starting at Winnipeg, Captain Edwards was scheduled to speak at Regina, Saskatoon, Edmonton, Calgary, Victoria and Vancouver. After his return to Montreal, he wil speak before a number of trade bodies in Eastern Canada.

As already noted in INDUSTRIAL CANADA the British Industries Fair will be held in London and Birmingham from February 21 to March 4, 1921, and in Glasgow the week following. Though held in different cities, it is all one Fair and is so arranged that any one may take in all three. In some cases this is necessary as in no instance are the same goods exhibited at two of the Fairs. For the most part, however, care is taken to see that industries are so grouped that travelling will not be necessary.

Some Recent Visitors to Association Office

SEVERAL interesting visitors have recently called at the head office of the Association in search of information and advice. Officials of the Commercial Intelligence Department have received them and done all in their power to assist them in obtaining their object. From the register of the Department, the following names are taken as indicating the widespread nature of the services rendered.

G. J. M. Simons, foreign editor of the *Telegraaf*, *Courant* and *Maandag Ochtenblad* of Amsterdam, Holland, called in the interests of Holland's International Industries Fair to be held in Utrecht, September 6 to 16, 1921. Mr. Simons hopes to see a number of Canadian manufacturers interested in the Fair, for it will be open to all foreign manufacturers and their products. He will keep the Commercial Intelligence Department posted on developments.

G. V. M. Heriot, of Heriot Bros., Buenos Aires, Argentina, import and export agents, wanted information as to Canadian manufacturers who would be interested in selling their goods in the Argentine. He reports a strong desire on the part of people in his country to get Canadian goods, purchases hitherto having been largely confined to Great Britain and the United States. Mr. Heriot left a subscription for INDUSTRIAL CANADA and the *Canadian Trade Index* as an indication of his interest.

Wm. A. Cloutman, an Englishman who has lived for eleven years in Chile, visited the office recently in company with T. C. Douglas, Amherst, N.S. Messrs. Cloutman and Douglas have formed the Trades of Canada, Limited, with the object of promoting trade between Canada and Chile. Mr. Cloutman says that very little Canadian goods are at present being imported into Chile, but he has hopes of developing business between the two countries.

R. J. Laird, Laird Agency Co., machinery merchants and agents, Auckland, N.Z., came with a letter of introduction from the Canadian Trade Commissioner in New Zealand. The Department was able to put him in touch with several manufacturers in whose products he was interested.

J. Menzies, West Indian Agency, Georgetown, British Guiana, wanted connections with flour mills, hosiery, underwear and wall paper manufacturers and was furnished with lists.

Arthur M. Holmes, Wellington, N.Z., was particularly interested in paper goods and was placed in touch with manufacturers of these lines.

Richard Whichello, of R. Whichello & Co., Rio de Janeiro, Brazil, was looking for connections with machinery manufacturers.

Guillermo E. Rohda, Rohda & Co., Guayaquil, Ecuador, a chocolate planter, visited Canada in order to find a market for chocolate. He had previously sold in Great Britain but was feeling out for larger markets. He was put in touch with Canadian chocolate manufacturers.

Alberta Manufacturers and Factories Act

APPEARING before the Committee of Inquiry appointed by the Government of Alberta to inquire into the working of the Factories Act, C. A. Pratt, chairman of the Medicine Hat Branch, C.M.A., presented the following memorandum on behalf of the manufacturers of the province:—

The manufacturers of Alberta wish, in the first place, to call attention to the fact that two national conferences have been held at Ottawa dealing with labor legislation at which a number of recom-

mendations were made which were concurred in unanimously by workers, employers and representatives of the Provincial Governments, and wish to also call attention to the fact that one International Labor Conference has been held in which Canada participated at which unanimous recommendations for labor legislation were made.

The outstanding conclusion arrived at by all these conferences was that labor legislation in different countries as well as in the different provinces of any particular country should conform to certain well recognized international standards, and that a general uniformity should be aimed at in the main provisions.

Uniform Legislation.

The Canadian National Conferences have both been unanimous in recommending that all the provinces of Canada proceed along similar lines and enact uniform legislation. The reasons for this are very apparent. Fair conditions cannot be different in different provinces in connection with the same industries, and the industries in one province are subject to direct competition by the industries in another province, with the result that any province that seeks to embody restrictions which are not imposed in competing provinces, works a great hardship not only on the manufacturers of the province but on the workers as well by driving work, which would otherwise be done in that province, to other provinces.

Best Practice Sought.

Labor Legislation should not as a rule embody special features which have not commended themselves as the best practice to workers' associations and employers' associations as a whole, and, particularly in a province like Alberta, where industry is very gradually coming into its own, employers should not be subject to restrictions which are not even asked for by organized workers in other provinces and other countries.

We append to this memo the recommendations passed at the three labor conferences, which we have referred to, and we urge that the features of the Alberta legislation which are novel and experimental be eliminated and the legislation be made to conform to the best standards adopted by the leading employers' and workers' associations of Canada.

We wish to call attention to the following special respects in which Alberta legislation has been prejudicial to the interests of both employers and workers in Alberta in so far as it has been enforced and to also point out certain legislative enactments which have been found to be unworkable.

Minimum Wage Legislation.

No province, except Alberta, has attempted to establish minimum wage legislation for adult male workers.

As a comprehensive treatment of this subject has not yet been worked out in any country, and there is no demand in Canada, so far as we are aware, for minimum wage legislation for male workers, and while at the present time no harm results from the minimum fixed in Section 24, of the Alberta Factories Act, we wish to point out that this is a subject which should not be dealt with in connection with the Factories Act legislation, but should be reserved for separate treatment after national conferences shall have determined upon the most feasible procedure.

Women's Wages.

Sections 24 to 27, together with Section 26A of the Act as amended in 1919, deal with minimum wages for women and the conditions under which women may be employed. The two national labor conferences, above mentioned, have unanimously recommended that the conditions under which women work, including minimum wages, should be determined by minimum wage boards, upon which both the employers and the workers have equal representation. The board should have power to make special regulations to meet special conditions which exist in each locality, and all regulations before having the force of law should receive the approval of the Lieutenant-Governor-in-Council.

The best legislative practice is embodied in the Manitoba Minimum Wage Act, which almost immediately after its passage was enacted by the Province of Saskatchewan, and which at the last session of the Ontario Legislature was adopted by that province. All the orders made in Manitoba have been concurred in unanimously by both employers and workers and the act has given general satisfaction. As conditions change the regulations can be speedily changed to conform to the new conditions and the Board itself, by means of its inspectors, exercises a constant supervision over the well-being of the worker.

We are of the opinion that Section 26A as enacted in 1919, by which the chief inspector in any town or city, upon the recommendation of the local advisory committee, may make regulations, while in general harmony with the principle of the act recommended by the national conferences, should be amplified in order to give to the local boards full power, and that all regulations should be subject to the approval of the Lieutenant-Governor-in-Council.

We are inclined to think that a number of independent advisory committees in the different cities and towns in the province will not secure as satisfactory results as would be secured if one board were charged with the matter, so that the regulations as far as possible may be uniform throughout the provinces so far as conditions warrant.

Hours of Labor.

The provisions embodied in the Alberta Act, Sections 24 to 27, regarding shifts, places a hardship on Alberta manufacturers. The whole subject of working hours and night work was discussed at the International Conference at Washington, and recommendations have been made on the subject by the League of Nations which have been received by the Dominion Government from the International Labor Office, and we understand have been presented by the Dominion Government to the various provincial governments in order that, as far as possible, uniform and fair legislation, limiting hours of labor, may prevail throughout Canada.

In the material attached to this brief will be found the international recommendations on this subject and we urge that the unusual provisions as to day and night shifts now in force in Alberta be repealed and that legislation in harmony with the international recommendations be enacted to take their place.

The principal difficulty under the present Alberta law arises from the fact that a worker who has been engaged on a day shift, even for a few hours, cannot be employed on the following night shift. This unusual provision fails entirely to secure the purpose for which it was apparently intended, of making certain that no worker should work more than a certain number of hours per day. The whole matter has been dealt with in great detail by the International Labor Conference, and we wish to urge that the Alberta legislation be made to conform with that which the other provinces may, after conference, decide to adopt in order to carry out Canada's obligation as a member of the League of Nations.

Employment of Children.

The Alberta Act contains a number of novel enactments in this regard which are out of harmony with those contained in the Ontario Act. At this point we wish to refer to the attached memo, and also to refer to the recommendations of the International Labor Conference referred to above and also attached.

In this connection it is important that a uniform practice regarding conditions and ages at which young persons are to be allowed to work should prevail throughout Canada.

Respectfully submitted.

Ages of Children.

The Alberta Act summarily enacts (S. 24) that "No child shall be employed in any factory, shop, office or office building," "child" being defined as "a person under the age of fifteen years." In all the other provinces the age limit is fourteen years, except that in Manitoba and British Columbia the limit for girls is fifteen years.

In Ontario, Nova Scotia and British Columbia there is a relaxation of the age limit in certain occupations such as canning and under certain conditions. In Ontario a second age minimum of twelve years is fixed for these cases, but in Nova Scotia and British Columbia there is no such second minimum. In Ontario the relaxation extends, subject to certain conditions, to shops.

Distinction Made.

The acts of all the provinces except Alberta make a distinction between a "child" (i.e. a child under fourteen) and an intermediate class of "young girls" up to eighteen years of age. This intermediate class includes in Ontario "youths" from fourteen to sixteen, in Manitoba "boys" from fourteen to seventeen, and in Saskatchewan "youths" from fourteen to sixteen. Special restrictions are imposed upon the employment of persons of this intermediate class. In the Alberta Act this class of persons is treated either under the head of children and prohibited from working or under the same rule as adult male employees. In the Alberta Act on the other hand many of these special provisions are made applicable to all workmen. The practical effect of these provisions is to prevent the employment in any factory, shop, office or office building, of any boy or girl less than fifteen years of age for any purpose whatever.

Age Arbitrarily Raised.

Thus, for instance, the age limit in the definition of "child" is arbitrarily raised from fourteen to fifteen years. The carefully worked out provisions of the Ontario Act distinguishing between "child" and "young girl" and "youth" are wiped out as well as the elastic provisions for the employment of children between twelve and fourteen years of age at certain seasons of the year in the picking and preparation of fruit and vegetables. Further, the provisions specially introduced for the protection of children and young girls under the Ontario Act are worked over into provisions applicable to all workmen in the Alberta Act. Thus the provisions respecting hours of employment, which in the Ontario Act are applicable only to children, youths, young girls and women are in the revised form in the Alberta Act made applicable to employees generally. The provision for keeping a register for children, youths and young girls in the Ontario Act appears in the Alberta Act as a provision for the registration of all employees. The provisions of Section 12 of the Alberta Act were in the Ontario Act applicable only to the employers of children, youths and young girls. Subsection 2 of Section 26 was in the Ontario Act applicable only to children, youths, young girls and women and the same applies to Subsection 3.

At Edmonton.

When the Commission sat at Edmonton C. G. Robson, chairman Edmonton Branch C.M.A., presented the following memorandum along somewhat similar lines:—

The manufacturers of Edmonton appreciate very kindly this opportunity the Government has given them of expressing their views on labor legislation before this Commission and wish you to convey to them our sincere thanks for the privilege.

Two national conferences have been held at Ottawa on labor legislation, at which a number of recommendations were made and concurred in unanimously by representatives of both employees and employers as well as by representatives of provincial governments. One international conference has also been held at Washington, in which Canada participated at which unanimous recommendations for labor legislation were adopted.

The outstanding conclusion arrived at by all those conferences was that labor legislation in different countries as well as in the different provinces of any particular country should conform to certain well recognized international standards and that a general uniformity should be arrived at in the main provisions.

The Canadian National Conferences have been unanimous in recommending that all provinces of Canada should proceed along similar lines and enact uniform legislation. The reasons for this are very apparent. Fair conditions cannot be different in different provinces in connection with the same industries, and the industries in one province are subject to direct competition by the industries in another province, with the result that any province that seeks to embody restrictions that are not imposed in competing provinces works a great hardship not only on the manufacturers of that province but on the workers as well by driving work which would otherwise be done in that province to other provinces.

When the manufacturers of Alberta waited on our worthy Premier and his cabinet last spring and urged that no greater burden be placed on Alberta manufacturers than that existed in other provinces with whom we are in competition, he expressed himself in favor of uniform legislation in the different provinces.

Not be Restricted.

Labor legislation should not as a rule embody special features which have not commended themselves as the best practice to workers' associations and employers' associations as a whole, and, particularly in a province like Alberta, where industry is very gradually coming into its own, employers should not be subject to restrictions which are not even asked for by organized workers in other provinces and countries.

We wish to call attention to the following special reports in which Alberta legislation has been prejudicial to the interests of both employers and workers in Alberta in so far as it has been enforced, and to also point out certain legislation enactments which have been found to be unworkable:

Minimum Wages.

1. No province except Alberta has attempted to establish minimum wage legislation for adult male workers. While no harm has resulted from the minimum fixed in Section 24-2 of The Alberta Factories Act, it is submitted that this is a subject that should not be dealt with in conection with Factories Act legislation but should be reserved for separate treatment after national conferences shall have determined upon the best possible procedure.

2. The provisions embodied in the Alberta Factories Act, Sections 24 to 27, regarding shifts, places a hardship on Alberta manufacturers. The whole subject of working hours and night work was discussed at the International Conference at Washington and recommendations have been made on the subject by the League of Nations which have been received by the Dominion Government from the International Labor Office. We understand copies have been presented by the Dominion Government to the various provincial governments in order that as far as possible uniform and fair legislation limiting hours of labor may prevail throughout Canada. We urge

that the unusual provisions as to day and night shifts now in force in Alberta be repealed and that legislation in harmony with international recommendations be enacted to take their place.

3. Section 2-b. A child is defined as a person under fifteen years of age. In the other provinces, with two exceptions, a child is defined as a person under fourteen years of age. Manitoba and British Columbia set the age limit for girls at fifteen. The aim of the League of Nations is to reach Canada's standard of fourteen years.

Employment of Children.

4. Other provinces make provisions for the employment of children under certain restrictions; Alberta excludes them entirely. Section 24 (no child shall be employed in any shop, factory, office or office building).

5. In Section 26-a Alberta Factories Act, power is given to determine the amount that shall be paid to any person under the age of eighteen. The other provinces have not set a scale of wages for youths, it being generally conceded that they can look after themselves.

6. Section 24-2. In other provinces that deal with minimum wages and hours of labor for females there is no statutory enactment as to the amount of wages, the hours of labor or the number of apprentices, these three matters being left to the discretion of a minimum wage board in each province.

Minimum Wage Boards.

7. The two national labor conferences have unanimously agreed that hours of labor and minimum wages for women should be determined by minimum wage boards at which employees and employers should have equal representation. Such boards have been set up in Manitoba, Saskatchewan, Ontario and British Columbia. In our opinion the best legislative practice is embodied in the Manitoba Minimum Wage Act, which almost immediately after its passage was enacted by Saskatchewan and which at the last session of the Ontario Legislature was adopted by that province. The Board is composed of five members, and as it has to deal with minimum wages and hours of labor for female workers only one of the two representatives appointed by each employer and employee must be a lady. The chairman must be disinterested and not directly or indirectly connected with employees or employers. All the orders made in Manitoba have been concurred in unanimously by both employers and employees and the Act has given general satisfaction. As conditions change the regulations can be speedily changed to conform to the new conditions. This is a very important feature. The Board itself by means of the inspectors exercise a constant supervision over the wellbeing of the workers.

We cannot urge too strongly the necessity of uniform labor legislation and a uniformity of its application in all the provinces. We believe it is to the best interests of workers and employers that this great province of Alberta should be developed to its fullest extent. This cannot be done if legislation is placed on the statute books which places a greater burden on Alberta manufacturers than exists in other provinces. Both employers and employees will suffer as a result.

In conclusion, it appears as if constitutional government is being impinged by Orders in Council in many of the provinces, Alberta included, as well as in the Dominion as a whole. This method of legislation is being freely criticized on the hustings and in the press at the present time. If the Orders-in-Council are to meet with popular approval care will have to be taken to see that they are wholly in the interest of both employer and employee as their interests are so co-ordinated that injury to one will work injury to the other.

Respectfully submitted.

Tariff Department Bulletin

Important Announcements Regarding Tariff Matters, Including Details of Excise Tax Licenses

Board of Customs Decisions.

Tissue paper, per sample, for making newspaper mats, declared to be dutiable under tariff item 147, at the rate of 25 per cent.

"Autoshaver" and "No. 5 Steam-Heated Pneumatic Matrix Drying Press" declared to be entitled to entry under tariff item 441 as free of duty. (In effect from 12th October, 1917).

Departmental Rulings.

Canfield and Taco governors, canopies, fenders, mud guards and road bands, made by independent concerns for use on the Fordson tractor, and not being parts of the tractor as produced by the manufacturers, are not entitled to entry as "repairs" under the Order-in-Council set forth in Memo. 2280-B.

Typewriters brought in by bona fide tourists, resident in Canada for summer months, may be admitted as tourist's outfit under Form E 29. This does not apply to typewriters brought in by commercial travellers or others for business purposes.

Customs Valuation of Depreciated Currency.

In the October issue of INDUSTRIAL CANADA reference was made to the recent rulings of the Department of Customs in respect of foreign currencies and the valuation of same for duty purposes.

The Tariff Department has issued a Circular Letter (No. 277), which has been sent to all members of the Association, dealing with the question. The Circular contains an explanation of the Customs requirements in the matter of foreign paper currencies which have a depreciated value and how the depreciation is to be determined for Customs purposes.

Excise Tax Licenses

The Department of Customs and Inland Revenue state that licenses are obligatory. November 15th, fixed as time limit within which time licenses must be obtained. Act provides penalty for neglect or refusal to take out the required license.

Reference was made in the last issue of INDUSTRIAL CANADA to this question of licenses; and the various classes of licenses and by whom the same must be obtained was therein set forth. A circular letter was sent to all members of the Association by the Tariff Department during the latter part of October, drawing attention to the necessity for obtaining licenses prior to the 15th November. As the matter is important we mention hereunder the two classes of licenses in which manufacturers are chiefly interested:—

Sales Tax License,—to be taken out by every manufacturer, wholesaler, and jobber who sells articles subject to the sales tax. Annual fee, $5.00.

Manufacturers' License.—to be taken out by persons, firms or corporations manufacturing the following commodities for sale, viz.:—Chewing gum, boats, canoes, yachts, motor boats, cameras, confectionery classed as candy or a substitute for candy, firearms, shells, cartridges, pianos, organs, mechanical player pianos, phonographs, talking machines, music boxes, records, musical instruments, chandeliers, gas and electric light wall brackets and fixtures, automobiles, playing cards, wines and other spirituous liquors.

Note:—This Manufacturer's License is not required unless his factory products are subject to the so-called "Excise Manufacturing Tax." For example, cameras are only subject to an Excise Manufacturing Tax when weighing one hundred pounds or under. Thus, if there were a manufacturer who only made cameras of a weight greater than 100 pounds, he would not be required to take out a "Manufacturer's License." It is suggested that persons or firms manufacturing these commodities for sale, should carefully examine the provisions of Subsection 4, Section 19-BB of the Act in order to determine whether or not they should take out this manufacturer's license. The provisions of this subsection will be found on pages 18 and 19 of Excise Tax Pamphlet (Association's Circular No. 266). The annual fee for this license is $2.00.

NOTE:—This license should not be confused with the Sales Tax License. Manufacturers who are required to take out a *Manufacturers* License will also be required to take out a *Sales Tax* License, as the two taxes are entirely separate and distinct from one another.

Notice to Exporters to United Kingdom.

New regulations respecting preferential duties on commodities containing sugar and raw cocoa exported from Canada to United Kingdom.

The Customs authorities of the United Kingdom have issued a revised notice for the information of importers in Great Britain and of exporters in British Overseas Dominions in regard to the British Preferential Tariff.

There has been no change in respect of the Certificates of Origin heretofore approved but an additional form of certificate is now required where the dutiable article in respect of which preference is claimed is an ingredient only of a complete composite article which is liable to duty only by reason of containing the dutiable ingredient.

For example, manufactured cocoa powder is chargeable to duty in respect of the raw cocoa it contains and the new form of certificate should be made by the manufacturer, supported by the previously approved form of certificate given by the grower, producer or supplier of the raw cocoa.

Chocolate confectionery is chargeable in respect of the raw cocoa and the refined sugar it contains and the new form of certificate should be given by the chocolate maker, supported by the previously approved forms of certificates given by the grower, producer or supplier of the raw cocoa and by the sugar refiner.

Jam and condensed milk (sweetened) are chargeable by reference to the sugar they contain and the new form of certificate should be given by the manufacturer supported by the previously approved form of certificate by the sugar refiner.

Information as to the regulations and the approved forms of certificates of origin may be obtained from the Tariff Department of the Association.

Reply to the Arguments Advanced for Reduction of the Tariff

(*Continued from page* 75.)

The total value of the foodstuffs mentioned above, and imported in 1919, amounted to $84,313,672, and the duty collected was $17,952,394. This amount of revenue would, of course, be lost to the Dominion Government if these foodstuffs were placed on the free list. Moreover, the producers of Canadian goods, with which such imports compete, would lose the tariff protection they now have.

The fifth demand is as follows:

(e) "That agricultural implements, farm and household machinery, vehicles, fertilizers, coal, lumber, cement, gasoline, illuminating fuel and lubricating oils be placed on the free list, and that all raw materials and machinery used in their manufacture also be placed on the free list."

This is the fifth step advocated by the Canadian Council of Agriculture's platform in the direction of free trade. The values of imports of the finished goods enumerated, and the duty collected during the year 1919, follow:

	Value.	Duty.
Farm implements and machinery	$8,044,000	$1,572,885
Vehicles	28,848,864	6,321,569
Fertilizers	984,808	98,473
Coal, bituminous	44,411,207	7,595,032
Lumber	140,439	32,460
Cement	26,437	2,667
Petroleum, illuminating fuel, etc.	8,824,894	1,366,767
Total	$91,280,649	$16,989,853

In addition, the clause calls for the removal of the duty now collected on imported raw materials, and machinery for the production of the above goods.

Owing to the indefinite wording of the first demand, it is impossible to estimate what its effect, if put into operation, would produce on the Federal revenue. The same is true of the third demand. But, considering only the second, fourth and fifth demands, except the latter part of the fifth, we find that these demands, which are only part of the general demands for tariff reduction, taking 1919 as a basis, would have caused losses of Federal revenue as follows:

Clauses.	Loss of revenue resulting.
Clause "B"	$11,164,989
" "C"	17,952,394
" "E"	16,898,853
Total	$46,107,236

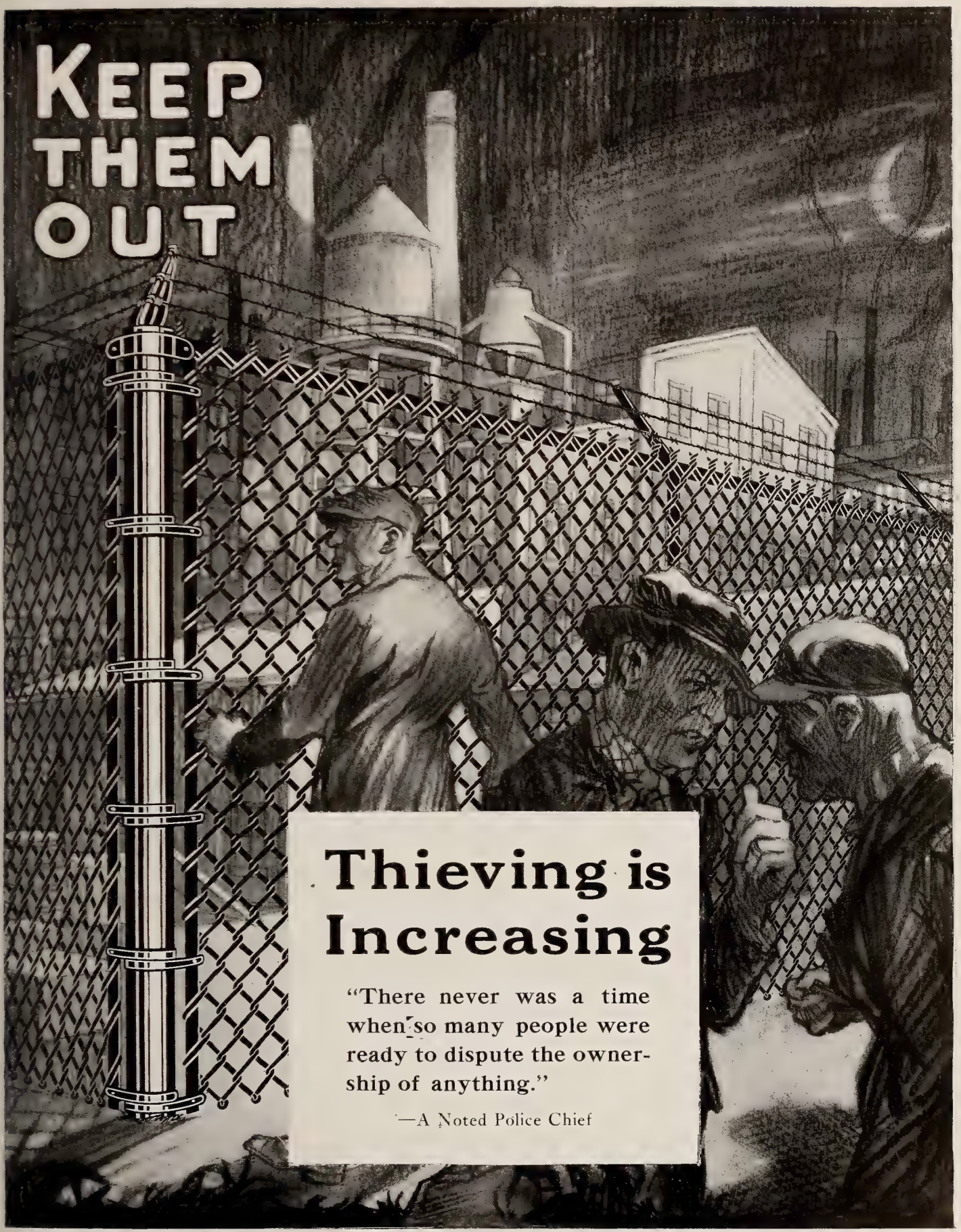
If the pre-war figures for 1913 are admitted in clause "B"—amounting to $27,158,162, instead of $11,164,989—the total loss of revenue caused by putting these demands into operation would have been $62,100,409.

And again, it is pointed out that this loss of revenue does not include clauses "A", "C" and the latter part of "E" which together might easily double the loss. Consequently, if all the tariff proposals set forth officially by the platform of the Canadian Council of Agriculture are put into operation, there will not be much left of the Canadian Customs Tariff, or of the revenue now collected by it, and Canada will be very close to free trade.

It is fitting to point out that the Canadian Council of Agriculture proposes to reduce in this drastic manner a tariff which now imposes an average rate of duty on dutiable imports that is actually lower than the average rate in the year before the National Policy tariff became operative. The Canadian average rate of duty on dutiable imports has been much lower than the average rate for the United States up to the year before the war. The Underwood tariff made a very considerable reduction, but for 1919 the United States average rate was still 21.3 per cent., or only slightly below the Canadian average.

In conclusion, we beg to repeat again the closing paragraph of the general statement of the Canadian Manufacturers Association submitted at the first hearing in Winnipeg:

"In the course of this statement an effort has been made to show that manufacturing in Canada is inseparably connected with other industries; that two million wage-earners and dependents secure their living through manufacturing, and that the most of the remainder of the population derive indirect benefits; that this country as a whole has made remarkable progress under the National Policy of protection; that, with the entire world swinging towards protection, Canada cannot relinquish it; that the revision of the tariff should be scientific and take into consideration the requirements of all classes, that a stable fiscal policy of protection with some assurance of permanence is of vital need; and finally, that the aim of the fiscal policy, determined as a result of this tariff inquiry, should be to advance Canada towards her destiny as a fully developed nation with the British Empire."



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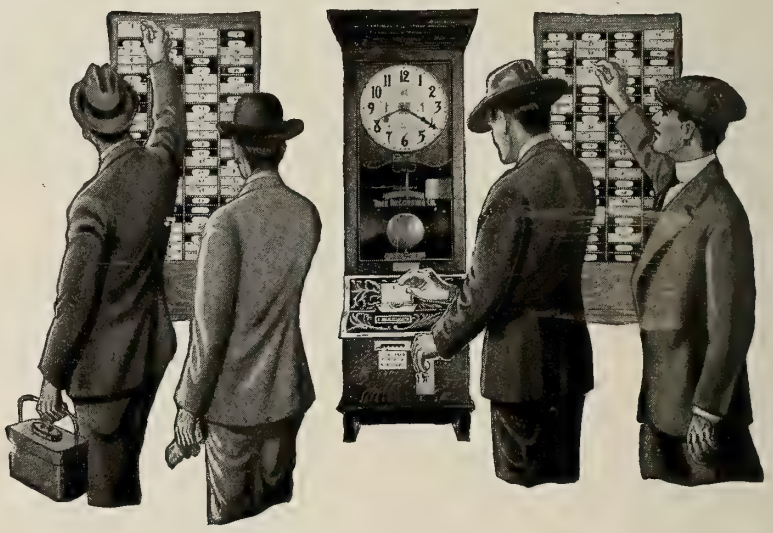
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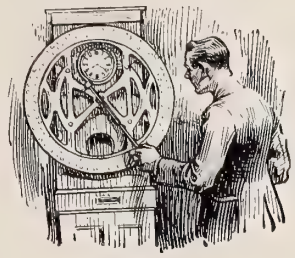
Probably the most elementary and most important of these factors in the creation of discipline is PUNCTUALITY. Getting the employee to the plant — nay, right to the bench or lathe (ON TIME), and having him leave on time—not before—not after.

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WALKERVILLE 44 Lincoln Road	WINNIPEG 227 McDermott Avenue	VANCOUVER 110 Water Street	

Also manufacturers of
International Dayton Scales and International Electric Tabulators.

Synopsis of Proceedings Before the Tariff Commission

(*Continued from page* 67).

Edward Parnell, on behalf of the Prairie Division, C.M.A., read a statement on the incidence of the income tax.

Josiah Bennett, Pine Creek, told how the tariff, in his opinion, hit the man with the large family.

J. R. K. Bristol, on behalf of the Canadian Manufacturers Association, dealt with a number of points that had been raised against protection.

W. D. Bayley, M.L.A., for Assiniboia, presented a socialistic argument against tariffs of any kind.

FORT WILLIAM.

October 16.—Colonel Ray, representing the Board of Trade of Port Arthur, asked that Mr. J. E. Marks, secretary of the Board, be permitted to read a brief dealing with the iron and steel industry of Canada. This led up to a resolution of the Board asking for a bounty on all Canadian iron ores mined and marketed.

R. J. Manion, M.P., spoke in support of the development of natural resources. J. J. O'Connor, on behalf of private owners of ore lands, presented a memorandum of iron *re* mining and how an adequately developed iron and steel industry was essential to industrial independence in Canada.

G. R. Duncan, president, on behalf of the Fort William Board of Trade, dealt also with the iron question.

M. Francis, on behalf of the Port Arthur Board of Trade, dealt with the industrial development of Port Arthur and supported adequate protection.

A. E. Cole, barrister-at-law, Port Arthur, purporting to speak for the general public and disclaiming any intention of speaking other than from a purely unselfish standpoint, launched into a vigorous attack on protection.

SAULT STE MARIE.

October 18.—John A. Hussey, president of the Sault Ste. Marie Board of Trade, presented facts relating to the development of low grade iron ore deposits in Canada and asked for a bounty.

G. S. Cowie, Secretary Mines Department, Algoma Steel Corporation, answered a number of questions relative to the development of iron ore.

W. C. Franz, president Algoma Steel Corporation, told of the business of the corporation.

J. H. Haining gave the viewpoint of the Independent Labor Party, which was the gradual elimination of all import duties on necessaries. J. J. Brothers, another labor man, thought there should be protection in some instances.

The Motor Truck as Solution of Transportation Problem

(*Continued from page* 82).

as haulage agents. The laying of suitable roads will eliminate the winter hold-up problem to a considerable extent.

The factors upon which depend an economical transportation system for any manufacturing concern are many. The first is the agent to be used—whether railway, steamship, horse and wagon or truck. The location of the plant, the commodity to be shipped, the quantities at each shipment and the distance to the receiving point will decide this question. When motor trucks are used, the actual layout of the yards and the efficient working of the actual loading system are important items if economy is to be obtained. Standardized motor equipment if parts are to be easily exchangeable is an absolute necessity.

Care taken in the directing of truck movements will pay big dividends. The truck must not waste time getting to its destination, and there must be no overlapping if a fleet of motor trucks is operated. The zone system of delivery is seldom economical, as a truck should never leave the yards without a full load. The return load ensures payment for the return trip. Truck drivers, moreover, should be chosen with as much care and taught with as much precision, as locomotive engineers. Daily supervision of equipment is essential to economical maintenance. Ten years is not an outside figure for the life of a well-constructed truck, provided care is always used in maintaining it at a high rate of efficiency.

With the advent of motor truck hauling, a manufacturer may now for the first time learn his actual transportation costs. By using an efficient cost system, a manufacturer may be able to find out every detail of his delivery costs and put his finger on the point where waste is lessening his profits.

After a century of neglect, the highways of Canada are coming back into their own. Freight is being moved by road, not in the small wagons hauled by slow-moving horses, but in great, powerful motor trucks. Highway, waterway and railway, are being linked together in a transportation trinity which is solving successfully Canada's transportation problems.

A Canadian Sales Service

Sales Corporation Establishes Important Office in New York

The Canadian Manufacturers Sales Corporation have just taken up quarters in the Bush Terminal Sales Building, New York. Mr. Bush's idea of co-operation in distribution, which was his basic idea in establishing this sales building, is carried out by this corporation in their praiseworthy effort of cutting down the trade balance against Canada, in favor of the United States.

This balance as it at present stands, is that Canada is only selling $500,000,000 worth of goods to the United States, while the United States is selling to Canada, $881,000,000.

To aid in cutting down this trade balance, the Canadian Manufacturers Sales Corporation are giving three distinct services to Canadian manufacturers and exporters that they have never had before: The first is a display of their goods in this Sales Building. The second, the services of a highly organized Sales Department. The third, the financing of the sales made by them under the guarantee of L. F. Dommerich & Co.

The financing of the sales is arranged by submitting the customer's name to L. F. Dommerich & Company. If he is a satisfactory credit risk, they will send to the client's home bank an undertaking from L. F. Dommerich & Company, that the amount the bank advances him on the value of his invoice, on his producing a bill-of-lading, will, even if the buyer of the goods should fail, be paid into the bank's branch in New York on a given date by L. F. Dommerich & Company.

The Bush Sales Building welcomes this new corporation to their building, as they feel sure that such services as they are giving will soon be so responded to by Canadian manufacturers and exporters, that there will soon be in the Bush Terminal Sales Building an all-year-round permanent exhibit of many of the most important Canadian exports.

Just imagine!
A Theatre seating 400,000

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Department of Trade and Commerce
Ottawa

The Ontario Safety League
Toronto

Toronto Chapter of Graduate Nurses

Canadian Fox News
(Released every week)

Canada Cement Co.
Montreal

Simms Brush Co.
St. John's, N.B.

This is the audience Filmcraft talks to every week.

Can you tell your sales story to as large an audience in so impressive a manner as through the motion picture theatres of Canada.

Filmcraft offers the highest standard of industrial motion picture productions on the Continent.

To be of the greatest value commercially an industrial film must carry a strong commercial sales appeal and yet have that most essential educational and entertaining value.

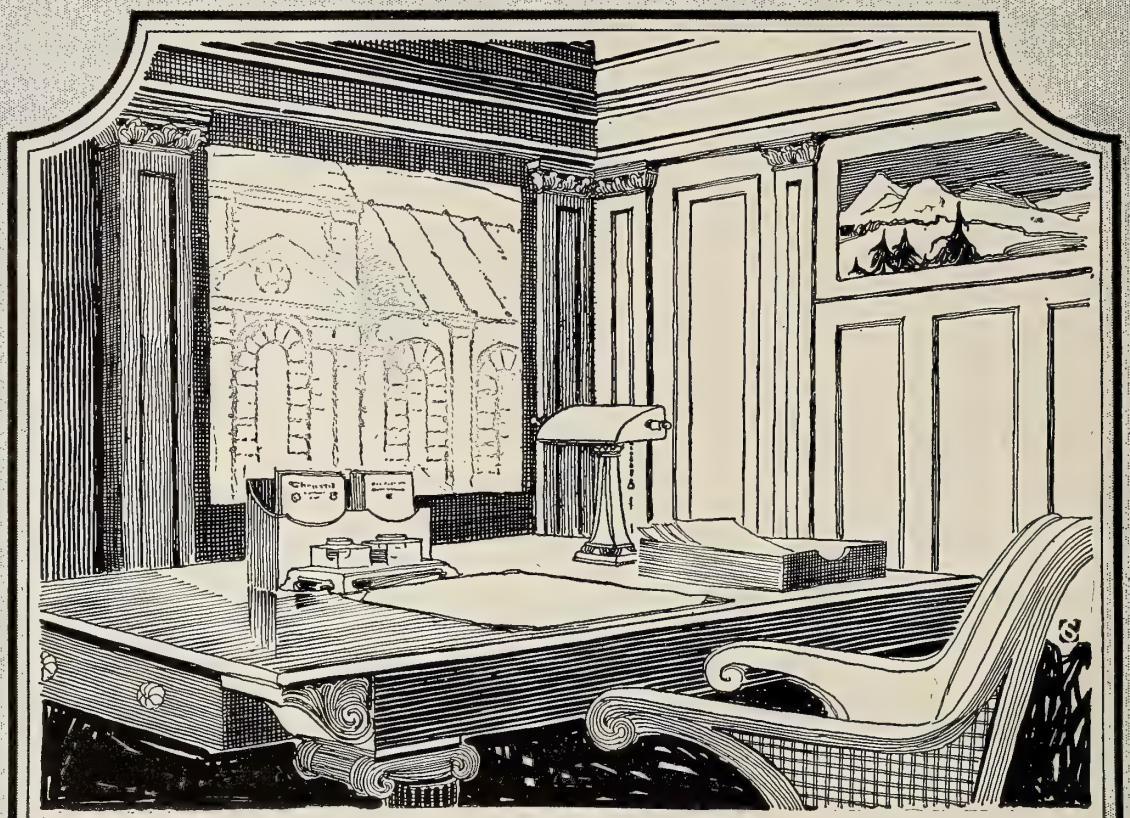
Our master directors are experts in bringing out the sales values of the industrial processes incorporated in each film production, and the success of our past releases and the manner in which they have been received by the motion picture public has proven beyond a doubt, that we have carefully studied and successfully covered every desirable angle of motion picture production.

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Exploiting Saskatchewan Denounced by Provincial Government

By HAMILTON BUTLER.

AS a result of the discovery in Saskatchewan of numerous deposits of sodium sulphate, a mild form of "sulphate fever" has become epidemic. Already a number of companies have been formed in the province to exploit the salt beds, and various outside interests have appeared in the market for their output. One party in New York has made inquiries through the provincial bureau of labor and industries, apparently with the object of exporting the mineral in large quantities to other countries, and the Swedish Government is reported to be negotiating with certain provincial owners of sodium sulphate deposits for the purchase of great quantities for the pulp mills of Sweden.

So haphazard have been the methods of negotiation in some instances and so great the expectations based on the deposits in others, that the provincial government has been compelled to step in and warn the owners that they are pursuing a course that has already resulted in an agitation of the market which threatens to ruin an extensive and important industrial development.

Building Up Industries.

"It is highly important and in the interests of the owners of the deposits and of the province generally," says Thomas M. Molloy, commissioner of labor and industries for Saskatchewan, "that the fullest advantage of the present situation be taken to build up local industries rather than ship such valuable material out of the province for the enrichment of other countries. One method of utilizing our sodium deposits is to let large outside corporations acquire them at prices which may or may not represent their true value, since the owners have apparently not taken the steps necessary to secure definite information as to the extent or commercial value of the deposits. Another method is for the owners of the deposits to get together and market their product co-operatively in a business-like way, giving guarantees of purity of product and prompt delivery, and shipping it in such shape, as regards package, billing and invoice, as will meet the requirements of the various freight and customs regulations of the countries to which it is exported."

The commissioner appeals to the patriotism of the owners of these deposits not to alienate them or their output to extra-provincial capitalists. "Western Canada annually imports large quantities of manufactured chemicals for use in laundries, breweries, dairies, soft drink plants, soap works, and other industries," says Mr. Molloy, "and all of these can be produced from the sodium sulphate found in Saskatchewan."

Good Equipment Needed.

The owners are also warned of the dangers of attempting to enter the sodium sulphate export business without the proper equipment. "To intelligently recover and market sodium sulphate the owner of the deposit must have accurate knowledge of the purity of the deposit. This cannot be obtained from one sample taken from the deposit but only from samples showing all of the variations resulting from changing conditions as to location in the lake and depth from surface. To attempt to ship sodium sulphate without a resident chemist to closely watch the purity and chemical composition of each shipment is too great a risk, and one which may involve suits for heavy damages for spoiled materials of the manufacturer or expensive litigation from breach of contract, and above all may give to the entire industry in the province such a reputation as to exclude it from the markets of the world."

Watch Their Step.

The purpose of the government's warning to owners is to safeguard their own interests and the interests of the province by inducing the owners to watch their step in exploiting deposits, some of which have analysed over 96 per cent. pure and all of which are regarded as among the most valuable mineral assets yet uncovered in Saskatchewan. The bureau of labor and industries is securing all possible information as to the best methods of mining, purifying and marketing the various grades of sodium sulphate, and this information will be placed at the service of all interested parties.

The action of the government in the case of sodium sulphate is in keeping with the policy enunciated by the Hon. Charles A. Dunning, provincial treasurer and minister in charge of the bureau of labor and industries, for the development of the other natural resources of the province, so far as these come under provincial control.

Against Speculation.

"I am not a believer in speculative development of our resources," said Mr. Dunning recently. "The point of view of the government is that these resources can bring real benefit to the people of the province only through the industrial development of them. What I mean by speculative development is this: Great organizations of capital which at the present time control the output of a given mineral learn of discoveries of other deposits in some part of the world. The result of the development of that area would be the throwing of a great deal more of that particular mineral on the market, with a resultant decline in the value of their own properties. They immediately endeavor to acquire the mineral rights with respect to the new discoveries for the purpose of preventing the development of them. The desire is to control the property, and it is my firm belief by observation of what has happened, that the sales we hear of copper and coal properties to large American institutions are mainly for the purpose of preventing development.

"We do not desire to encourage speculative development because it is the welfare of the people of the province that we have to consider and no one can claim that the people's welfare is served by such speculative development. We desire in connection with the known resources of the province to carefully analyze them—to explore them, as it were, and then size up how this province can best co-operate in getting industries established on the ground in Saskatchewan to exploit these resources industrially."

Ten Discoveries So Far.

Some ten discoveries of sodium sulphate in Saskatchewan have come to the attention of the Bureau of Labor and Industries, and are being investigated for the purpose of establishing the commercial value of the deposits. Among the largest of the deposits reported are those near Senlac, Ceylon, Bruno, Horizon, Viceroy, Fusilier and Unity.

They vary in extent from a few acres to several hundred acres. The deposit at Viceroy covers an area estimated at about two hunderd acres. It is known to be at least three feet deep, with the greater part of it under about six inches of soil. That at Horizon is said to be even more extensive and to average between three and five feet in depth. Claims have already been filed for the mineral rights at Viceroy, as well as for those on Markakee Lake and Spring, a short distance from Bruno, where mineral salts were recently reported to have been located.

There has been practically no commercial development of these deposits to date, although several companies have been incorporated to handle their potential output. The great majority of the discoveries reported were made during the last few months. At the present time an effort is being made by the Bureau of Labor and Industries at Regina to sift the chaff from the corn, and discover not only the value of this mineral asset to the province, but the best manner of marketing it. Anyone interested in securing accurate information in regard to the possibilities of the deposits would be well advised to seek it directly from the Bureau.

The Better Furnished Homes Campaign

(*Continued on page 78.*)

ideas like moving picture propaganda, real art work and advertising specialists call for a much larger expenditure than he can afford, but by united action all these advantages can be secured at a reasonable cost.

The retailer also is helped by such a campaign. One service the Home Furnishings Bureau plans to render is expert advice on the problems of advertising, with suggestions for copy. The retail merchant is thus enabled to make his local advertisement more attractive without any additional outlay of money.

Finally the consumer gains. Augmented demand means greater production and greater production in the long run brings lower prices. But, above all, there is the satisfaction of possessing beautiful furniture. That is real and permanent though it cannot be measured in terms of money. All that the Home Furnishings Bureau can do in pursuit of its ideal deserves recognition as much from the general public as from the manufacturers who established it. Better furnished homes mean greater happiness to the consumer and incidentally to the manufacturer.

Double Plant's Capacity

A full story has been added to the present five storey factory of the Paulin-Chambers Company, Limited, at Winnipeg, Manitoba, which covers an area 100 x 120 feet. This new addition enhances the production of their candy department to a marked extent, and with the installation of a new Chocolate Department, embracing one entire flat, they are now in the position of being able to cater to the needs of Western Canada.

They have acquired a new five-storey building across the avenue from their present plant which they are equipping with two biscuit ovens and machinery of the most modern type. This new addition will double their biscuit capacity and enable them to take care of the trade of Western Canada.

The company have enjoyed a steady and sound growth for the past 37 years, being the oldest plant west of the Great Lakes.

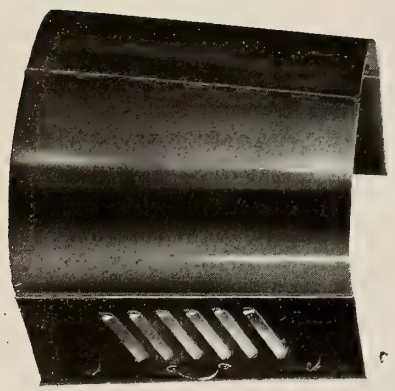
Position Wanted

Returned Soldier, 26, married, wants position as clerk, timekeeper or warehouseman; Public school education; good references. Address replies to H. O. Taylor, care Can. Mfg. Ass'n.

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Our engineering department is at your service to help you determine where you can replace forgings or castings with steel stampings.

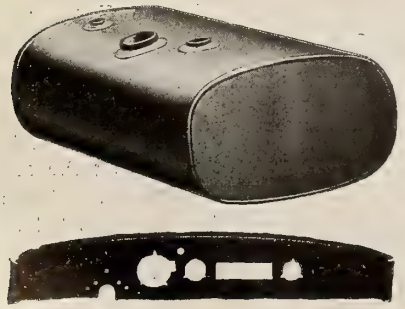
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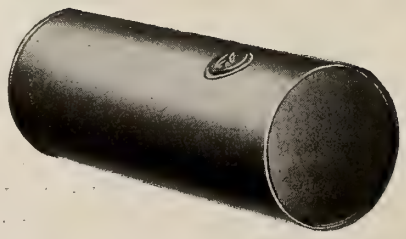
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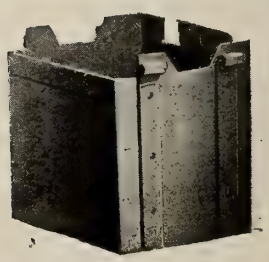
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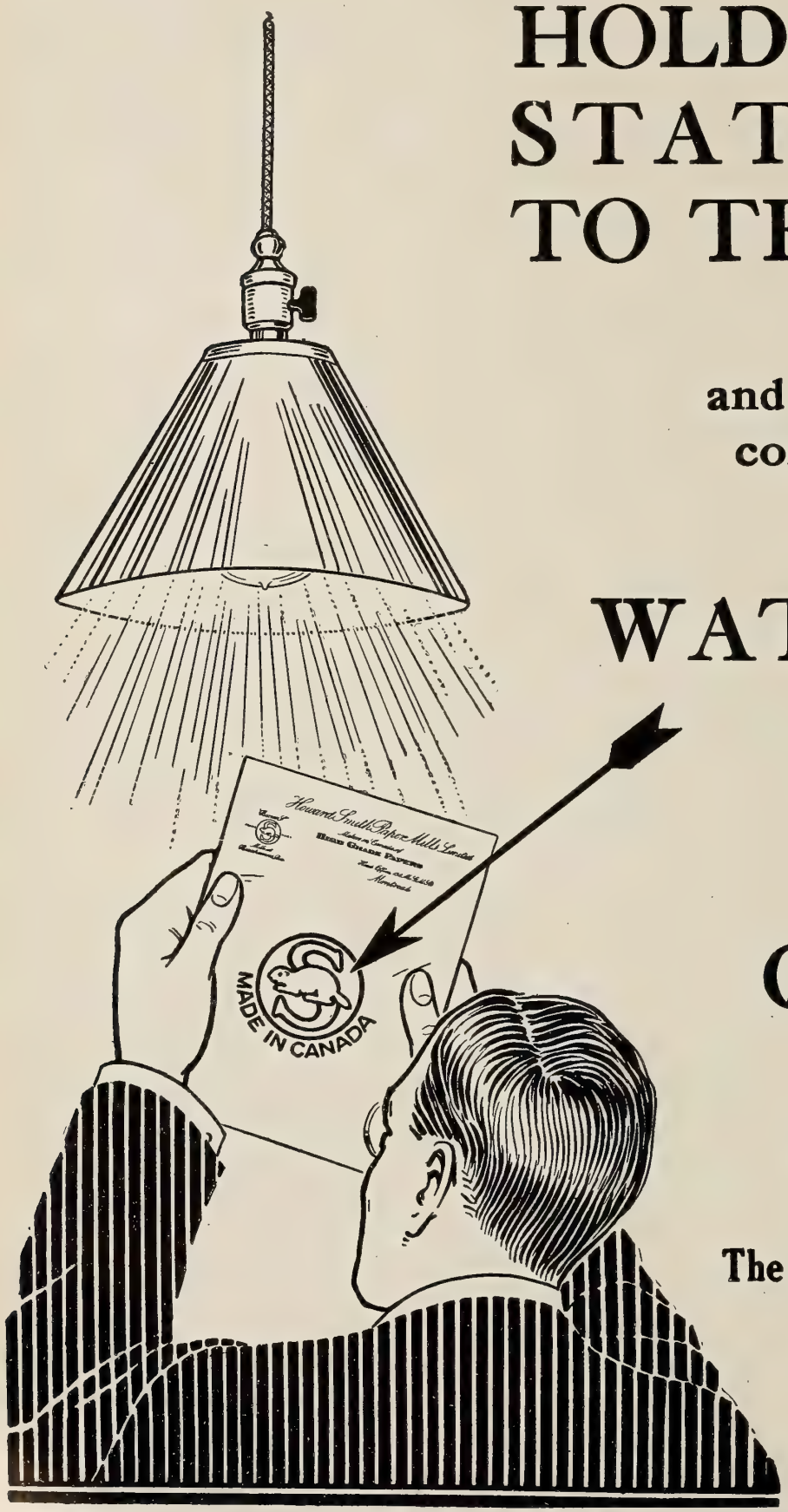
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OFFICE AND FINANCE

Filing Under the Subject Heading

How the Filing Department in the Business Office is Able to Co-relate All Letters Bearing on the Same Subject

By ALAN M. IRWIN

WHEN your correspondence is filed alphabetically it is exceedingly hard to group together all the data on record with regard to a stated subject. A considerable amount of cross-indexing or memory-searching is required in order to recall the names of all the persons or firms with whom correspondence on a given subject has been exchanged. Therefore, to overcome this difficulty it is becoming generally a custom on the part of Trade Associations, Boards of Trade, Chambers of Commerce, etc., whose correspondence deals generally with subjects rather than persons, to change the alphabetical system to either the subject filed alphabetically or a combination of subject headings and numeric filing.

Under either of these systems this year's file contains the first and every succeeding letter written and received on the subject by every correspondent who is in touch with business under discussion and, if called for by the General Manager or President periodically, will show him just how completely or otherwise the ground has been covered.

The Office Clearing House

All this co-related correspondence is gathered together and centralized under the subject head in the Central Filing Department, or, better, the Office Clearing House.

The phrase, Office Clearing House, perhaps more aptly describes the Filing Department than any other designation, for it is in this department that the threads of the firm's affairs are gathered together and linked up. A letter is signed, placed in the correspondent's out basket, collected by the files messenger and transported to the Central Filing Room, where it is stamped and mailed and where the carbon copy is detached and placed in its proper file at once. It does not matter if the letter comes from the General Manager, the Accountant or from any other officer of the company or association, it will find its correct place and be available for anyone's perusal as soon as it is received.

Subject EXPORT TRADE - ARGENTINE File No 12-3-20

NAME	Our Sig	DATE IN	DATE OUT	NAME	Our Sig.	DATE IN	DATE OUT
Robertson	W	5-6-20	6-6-20				
Hunt	S	8-6	10-6				

The Dossier

Showing rulings as explained in the text

How to Use the Subject File

While the writer mentioned particularly boards of trade and so forth, it is not for the reason that this system is beneficial in its effect only to that class of organization. There are many firms whose general business almost requires subject heading, if not as a particular filing system, at least as an adjunct to the system at present in existence. On account of the varied nature of these businesses it would be somewhat impracticable to give instances in this article which will confine itself to the explanation of the workings of the subject system rather than a statement of what classes of business could most advantageously employ it.

The subject file, like many other almost invaluable office devices, is easy of operation, requiring no change of equipment if there is already installed a system of vertical cabinets. Basically the system from the mechanical point of view is this:

Correspondence is indexed under subject headings with the cards arranged in alphabetical order and filed in the cabinet in numerical progression. One advantage is that as new subjects open up, no rearrangement of drawers is necessary, as the addition automatically follows the last folder in the drawer. Expansion is easily allowed for and the addition of the last two figures of the year to the classification allows transfers to be made allowing the current folders to be used continuously.

For the correspondents' information and guidance a list bearing subjects and their classifications is prepared and placed under the glass top of each desk, thus enabling them to give the classification as they dictate, and saving the time of the stenographer who heads the letter with this number instead of a written subject heading. This list is added to as the chief filing clerk allots classifica-

FILE NO

BROWN, JONES CO. LTD.

SUBJECT	CROSS REFERENCES

DATE	SENT FROM FYLE CLERK TO	P A ENTER DATE	B. F. ENTER DATE	INITIALS	REFERRED TO	REMARKS
						(If purpose for which referred cannot be expressed on one line, add memo. to file and enter here "With Memo.")

Index Card

This card is ruled to show a condensed summary of the movements of the file

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Established over 100 Years

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Rest - - - - $22,000,000
Undivided Profits, $1,090,440
Total Assets - $571,150,138

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AGENTS IN FRANCE

Lloyd's and National Provincial Foreign Bank Limited

AGENTS IN UNITED STATES

NEW YORK—The Bank of The Manhattan Company
CHICAGO—First National Bank BUFFALO—Bank of Buffalo
DETROIT—Old Detroit National Bank
SAN FRANCISCO—Wells Fargo Nevada National Bank
and in all other principal centres

HEAD OFFICE . . TORONTO

tions to new subjects. It is an important part of the duty of the Filing Head to see that these lists are kept up-to-date.

An Example

A file is opened on a subject, say:

EXPORT TRADE—This is allotted the main classification of 12.

The subject expands and subdivisions become necessary, as follows:

EXPORT TRADE with South Africa—12-1.

EXPORT TRADE with United Kingdom—12-2.

EXPORT TRADE with Argentine—12-3.

The next procedure is to connect these codes with the writers and that is provided for as follows: In front of the classification on the letter head the correspondent's initials are imposed, thus:

J. B. W. 12-3

and then is added the year, thus designating the letter, as:

J. B. W. 12-3-20.

meaning that this letter is on the subject of Export Trade with the Argentine, written by J. B. Williams, and that it belongs to the current file, all this information being conveyed by the coding at the head of the letter. For letters between branches and head office a line may be ruled underneath the file number, and instead of dating the letter in the more formal manner, the date is entered under the classification, in this manner:

J. B. W. 12-3-20.

1-7

so that the branch house and the writer may eliminate the formal "In reply to your letter of," etc., and go right ahead with the body of the subject without waste of time.

If one subdivision divides into a general and a particular phase, the correspondence may still be kept together by the addition of a file indexed under the same classification, but with the addition of a letter immediately following the subdivision code, for instance:

Export Trade with the Argentine (Agr. Impts.)—12—3A—20.

The different classifications are readily learned by the filing clerks because of their constant association with them, and have the added advantage of being more easily filed, more easily said and, most important, MORE EASILY FOUND.

The Dossier

While not absolutely an essential, the dossier or heavy foolscap folder is a very helpful accessory to the subject system of filing.

No records officer will permit pins or fasteners to remain on letters when they reach his department, and it is a pretty general custom to fasten the papers together with a large brad or brass split-pin, which pierces the top left-hand corner of the file. This, of course, keeps correspondence well fastened and together, but cannot prevent the turning up of corners, tearing of edges, etc.

For some years now the dossier has been used to a certain extent and its wider use would prove a boon to many filing clerks whose files are mistreated in their travels through the office. The dossier is made slightly larger than letter size and in appearance is practically the same as the folder

in the vertical cabinet drawer. It bears the name of the subject on the front and is ruled as per the accompanying illustration into seven columns in which directions are pencilled.

A Handy Record

The first two columns are self-explanatory, the symbols P. A. and B. F. in the third and fourth columns are respectively "Put Away" and "Bring Forward"; column five is the authority for returning the file to the filing room or the guide showing to whom the file is to be brought forward. If the file is referred to another department or correspondent his initials are entered by the original recipient in column six and instructions are given briefly in column seven. This column also gives the final disposition of the matter for the dates covered on the same line.

The code number or classification of the subject is marked in blue pencil on the top left-hand corner of the dossier, so that when the file is lying on the desk, the number is parallel to the fold and vertical. When the dossier is placed in its folder in the drawer the open end is placed downward (to the exclusion of dust) and the fold to the top, with the result that the classification appears on the top right-hand corner of the inverted dossier, i.e., the most easily visible position. Here it can be seen at a glance, and assuming the drawers to be properly equipped with stiff division boards, can be picked out just as quickly as the drawer is opened.

When a dossier is removed, it is of course replaced by a charge-out card bearing the initials or other designation of the person to whom it has been sent, and the fact that the heavy manila folder bearing the classification remains in the drawer, simplifies the operation of charging out the file, the only entries necessary being the initials of the person to whom the file is sent and the date.

Indexing is, of course, an easy matter, the only rule being that the index card must be made out coincident with the creation of a new file. Filed in the tray alphabetically, each card contains the classification of its subject and reference to it gives the guide to the cabinet in which the desired correspondence is to be found.

Procedure

1. Incoming mail.

As the mail is opened it is passed to the index clerk, who will mark the file number on the letter and place in the desk basket containing the series of numbers in which it is to be found. The clerk who attends to the cabinet containing this series of numbers will take it, draw the file, attach the letter and charge the file out, replacing the dossier in the folder with a charge-out card and place the dossier in the out basket, whence it will be lifted by the messenger and delivered to its destination.

2. Requisitions.

The routine for requisitions is the same as the foregoing.

3. Incoming files.

It is the duty of the index clerk to scan the front of all incoming dossiers, to enter them on the date index cards if they are to be brought forward, and to note the disposition of a file that is transferred. When a transfer is made it is the clerk's duty to notify the cabinet clerk concerned in order that the necessary alterations to the charge-out card may be made.

It has been found that in connection with the procedure outlined that it is possible to provide a perfect check on the activities of the various departments of the organization. It would be the duty of the chief clerk of the Filing Department to briefly scan each letter before it is passed out for the atten-

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Convenience, security and economy are secured by the use of Travellers' Cheques issued by this Bank. They enable the bearer to identify himself and are readily converted into the current coin of any foreign country.

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RESERVE FUND - $15,000,000

82A

The Merchants Bank of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital - - - - - $ 8,400,000
Reserve Fund - - - - - 8,660,774
Total Deposits (July 31st, 1920) - - over 163,000,000
Total Assets (July 31st, 1920) - - over 200,000,000

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LONDON—BIRMINGHAM—GLASGOW
FEBRUARY 21st TO MARCH 4th, 1921

The Seventh British Industries Fair, organized by the British Government, will be the biggest and best exhibition of British manufactured products ever grouped together for the benefit of foreign buyers.

The Fair will be divided into three sections—with an entirely different list of exhibits in each section—no industry being permitted to exhibit in more than one section.

The London Section will be held in the White City, Shepherd's Bush, which is famous for its many successful fairs. Here will be shown such products as:—Leather and Fancy Goods; Watches and Clocks; Furniture; Musical, Optical, and Scientific Instruments; Brush, Glass, China, Earthen, and Basket Ware, etc., etc.

In the Birmingham Section—a distance of only 2½ hours by rail from London—there will be exhibits of:—General Hardware; Tools; Alloys and All-Metal Products; Motor Cycles; Accessories for Motor Vehicles; Aeroplanes, etc., etc.

The Glasgow Section opens on February 28th in Glasgow—a ten hours' journey from London. The exhibits in this section will include:—Textiles of all kinds; Clothing; Hosiery; Hats; Caps; Shoes; Gloves; Carpets; Foodstuffs; Beverages; Chemicals and Chemical Products, etc., etc.

Every possible assistance will be given to visiting buyers. The Department of Overseas Trade of the British Government has offices right on the grounds, where all information *re* supply, tariffs, shipping, exchange, etc., is readily obtained. Writing rooms, special Post and Telegraph Offices, and restaurants, are installed for the buyers' convenience.

A visit to the British Industries Fair will enable Canadian buyers to make their purchases at a great saving of time and travelling expense. Invitations and complete information, catalogues, etc., will be furnished on request by the British Trade Commissioners in Canada, or by the Fair's Secretary, 35 Old Queen Street, Westminster, London.

You cannot afford to miss this Fair. If you cannot attend and have no representatives in England, the British Trade Commissioners will recommend responsible brokers.

Capt. E. J. Edwards
H. M. Senior Trade Commissioner
248 St. James Street
MONTREAL, P.Q.

F. W. Field
H. M. Trade Commissioner
257-260 Confederation Life Building
TORONTO, ONT.

L. B. Beale
H. M. Trade Commissioner
610 Electric Railway Chambers
WINNIPEG, MAN.

tion of the department to which it is addressed. This chief clerk, who should be skilled in the art of precise writing, will dictate a brief memo. to be incorporated in the list, giving the name of the firm writing, department to which it is addressed and a brief synopsis of the letter. This information will be compiled daily by his stenographer in a report which may be placed in a loose leaf book. At the close of each day the chief stenographer passes to the chief clerk of the Filing Department third copies of all letters written by all departments during the day. In the morning these third copies are checked over against the list and as with the incoming a brief synopsis of the reply is placed alongside the original report. In the case of letters which have not been replied to in two or three days whichever limit may be fixed by the Manager, a short note will be sent to the departments which are behind in their correspondence. In this way, not only are the firm's correspondents kept up-to-date, but a very handy and concise report of the firm's activities is outlined by this report.

Pass a Transfer Slip

Under no circumstances should a file be passed from one correspondent to another unless a transfer slip is passed to the filing department. In a small office all files for transfer may be collected by the files messenger and routed to their new destinations by the filing department.

A system of this nature may be adapted to many types of organization and will, if efficiently handled, be a means of eliminating unnecessary duplication and thereby reducing expense by the adoption of the principle of—ONE SUBJECT, ONE FILE.

Stock Reorganization

Shareholders of Price Bros. & Company, Limited, Asked to Ratify Directors' Recommendation

Definite announcement was made on October 11th respecting the capital stock reorganization of Price Bros. & Company, Limited. A new company with the same name as the old firm has been created to take over the assets and business of the present company as a going concern. A circular, addresed to shareholders of the present company asks them to pass upon the recommendation of the directors at a meeting to be held in Quebec on Monday, October 25th. The transfer of shares, probably on the basis of five for one, is to become effective on November 1st if the shareholders approve the proposal.

The circular, which is signed by the President, Sir William Price, after giving notice of the special meeting, states that shareholders are asked:—

(1) To take action in approval or disapproval of the proposed sale, conveyance, transfer and delivery to Price Bros. & Co., Limited, a corporation created by letters patent of the Province of Quebec issued in 1920, of all the undertakings and assets, movable and immovable, corporeal and incorporeal, for the following consideration:—

(a) 426,710 shares of $100 each, fully paid up, of the company's capital stock.

(b) The assumption by the company purchaser of the outstanding bonded debt and other liabilities of the company outstanding as on November 1, 1920.

(c) The undertaking by the said company purchaser to carry out all contracts, agreements and obligations of the company existing on the said date.

(2) To consider and approve or disapprove a resolution of the Board of Directors relating thereto.

(3) To consider and determine such other and further

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Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared, and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

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Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

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Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats,
Flush Tanks,
Medicine Cabinets,
Everything for the Bathroom.
Write for Catalogue C and Price List.

matters in any way incidental to or connected with the foregoing as may be brought before the said meeting.

In a further communication, Sir William Price states:—"In view of the conditions which prevail I have no hesitation in recommending that the shareholders avail themselves of this offer of purchase."

The capital stock of Price Bros. presently outstanding is comprised of 85,342 shares of a par value of $8,534,200 with 5 per cent. bonds, as at the end of February last, totalling $5,172,008.

Profits Have Declined

Annual Statement of Ogilvie Flour Mills Company, Limited, Shows Decrease in Revenue

The annual statement of the Ogilvie Flour Mills Company, Limited, submitted to the shareholders at the meeting held in Montreal on October 14th, shows a decline in net revenue for the year ended August 31st. During the period profits from all sources, including income from investments and after deducting bond interest, amounted to $959,065, a decline of $673,451, or some 45 per cent. from the level shown in the previous statement, and a decline of $996,349 from that of 1918.

For the first time in a number of years profits from milling operations and those from investments are shown in the aggregate rather than in the segregation, so that conclusions in respect to the industrial conditions and their outcome are difficult to arrive at. About a year ago the company announced a bonus distribution among holders of its common stock of 15 per cent., but this was reduced to 10 per cent. in the recent declaration, thus indicating that the revenue from investments, out of which the bonuses were paid, had undergone some impairment in the twelve months.

Discussing the results of the year's operations in a brief address to the shareholders, W. A. Black, vice-president and managing director of the company, stated that the milling business during the period covered by the statement had been far from satisfactory. The control of wheat and its products had been vested in the Wheat Board, and during a considerable period of the year the prices fixed by that body had resulted in a positive loss to the mills. Fortunately, he stated, the interests of the Ogilvie Company were not confined to milling alone, and satisfactory profits in other branches of the enterprise's activities had been made.

Mr. Black stated that while wheat control had ceased in Canada, it was still in force in the Old Country, but he expressed the hope that, with the advent of spring, the restrictions would cease there also, and permit of the resumption of normal conditions between the millers and their overseas customers.

Russell Earnings Lower

Profits of Russell Motor Car Company, Limited, Are Less But Outlook Is Hopeful

The financial report of the Russell Motor Car Company, Limited, for the year ended July 31st, shows earnings of 28.2 per cent. on preferred stock, and 31.8 per cent. on common. For the previous year earnings on preferred stock were 38 per cent., and earnings on common were 46.06 per cent. The company have made final adjustments with respect to munition contracts and are now turning to peace operations. In spite of the reduction in profits this year a hopeful outlook for the future is expressed by the president, Lloyd Harris.

Regarding Willys-Overland, Limited, an important subsidiary of the Russell Company, the following information is given: "This company has completed the conversion of its

What Is Ahead of YOUR Business?

Many manufacturers now face sharper competition and lower prices. What new conditions confront you?

You may not be able to show a satisfactory profit this coming year unless you take advantage of many small savings.

Have you perfected your production and cost methods to a point where they reveal such opportunities? If not we can help you.

Permit us to send you a statement of our methods of work, experience, and clientele.

GRIFFENHAGEN & ASSOCIATES, Limited

Industrial Engineers, Accountants and Employment Advisers

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plant from airplane engine work to automobile work, and during the first six months of the calendar year enjoyed an active demand for its product. Since July first it, in common with other motor companies, has experienced a contraction of sales, and its operations are being carried on at the present time on a reduced basis. It is expected, however, that there will be a renewed demand after the first of the year, when returns from the crops have had time to get into general circulation."

Other subsidiaries are the Canada Cycle & Motor Company, Limited, and the Russell Gear & Machine Company. The former paid a dividend of 7 per cent. on the capital stock on September 1st. The latter company, who were formerly known as the Machine & Stamping Company, Limited, have taken over the machine equipment of the Russell Motor Car Company, Limited, with a view to carrying on a general machine business. The capital stock was increased to $1,000,000, all of which except qualifying shares is held by the Russell Motor Car Company.

Bank of Montreal

Bonus of Two Per Cent. Declared on Business for the Current Year

At the last meeting of the Bank of Montreal board of directors, a bonus of 2 per cent. for this year only was declared in addition to the regular quarterly dividend of 3 per cent. In connection with this declaration, the bank desired it to be understood that there had been no increase in its interest rates to borrowers in Canada and that the additional distribution to shareholders was the result of a successful year's business and the enhanced value of money outside of Canada, where the bank's reserves are to an extent carried.

This bonus to the shareholders is a further evidence of the bank's progress during the year and an indication that Canada is steadily advancing through the re-construction period to sound normal conditions.

Cockshutt Profits Increase

Annual Report of Cockshutt Plow Company, Limited, Shows Substantial Increase in Net Profits

The annual report of the Cockshutt Plow Company, Limited, shows an increase in net profits from $571,586 to $660,921. Dividends amounting to 7½ per cent. on preferred stock were paid, as against 4 per cent. in the previous year, and the balance at credit of profit and loss was $576,434 as against $399,387. Loans were reduced from $594,767 to $124,924. Earnings on preferred were at the rate of 10.23 per cent., as compared with 8.84 per cent. in the previous year.

According to President H. Cockshutt there has been a large and well-sustained demand for the company's product during the year, and an even greater volume of business could have been done if the company had been in a position to accept all the orders offered to it.

"This was prevented," says Mr. Cockshutt, "not only by the difficulty in obtaining labor and material, particularly the latter, but by the insufficiency of the company's plant to meet a greater demand upon its capacity. In order to deal with the situation the directors decided that considerable additions should be made to the plant at Brantford, and the buildings are now well advanced. The continued growth of our business, combined with the very high prices now prevailing for the principal raw materials used by the company, will require a greater amount of money than has been needed in the past for the purpose of carrying the necessary raw materials and goods manufactured and in process. The same situation exists in the company's subsidiary and allied companies.

The subsidiary companies, Adams Waggon Company and Brantford Carriage Company, have had a very successful year, working to capacity, and showing substantial betterment. The Adams Waggon Company has not been able to cope with the business offered it, and, consequently, has been forced to consider increased facilities. This company was offered the Petrolea Waggon Company's plant at Petrolea, fully equipped with modern machinery, and it has secured it under lease, with an option to buy. This plant is now operating, and as soon as a full supply of material can be secured will be worked to its capacity.

Carriage Factories, Limited

Annual Statement of Orillia Firm Shows Deficit and Reduction of Liabilities

Carriage Factories, Limited, of Orillia, Ontario, have issued their annual statement for the year ended July 21st, 1920. A deficit amounting to $36,845 is shown for the twelve months, as compared with one of $27,531 for the previous year.

Gross profits for the year were $302,635, to which is added the sum of $32,860 under the item, sundry revenue, giving a total of $335,496. Against this is charged $157.488 under the heading "administrative and selling expense," which brings the earnings down to $178,007. Further charges of $214,852 are set against this sum, which results in the net loss carried to current surplus of $36,845. The amount of $214,852 charged against the earnings, after the deduction of operating expenses, is made up of the following items: Bond interest, $28,692; bank interest and charges, $51,316; bad debts reserve, $17,162, and reserve for inventory, $117,681.

Total assets amount to $3,898,364, of which $904,969 comes under the head of inventories, which is somewhat under the same item in last year's report, which stood at $965,567 (less reserve in each case). Liability to the Town of Orillia is $25,000, which shows a reduction in this regard from last year, when the liability was $27,500. Bank loans and overdraft are $609,284, against $715,435 a year ago, which displays a decline of over $100,000 in borrowing.

Announcement was made on October 14th that Sir Lomer Gouin, formerly Premier of Quebec, had been elected a director of the Cockshutt Plow Company, Limited, Brantford, Ontario, at the request of British and French shareholders in the company. European investors in the company are already especially represented on the board by Sir Augustus Hanton and F. Perry.

T. Williamson was re-elected president of the St. Lawrence Flour Mills Company, Limited, at the annual meeting of the company's shareholders. The remaining directors, A. E. Labelle, George D. Grier, C. J. Fleet, and Joseph Quintal were also re-elected.

At the last meeting of the Canada Life Assurance Company, Sir Thomas White was elected a director to fill the vacancy caused by the death of Alexander Bruce, K.C.

At a recent meeting in Toronto, T. W. McGarry, K.C., was elected president of the Whalen Pulp and Paper Mills, Limited, succeeding Sir George Bury. The following were also elected to the executive:—I. W. Killam, Montreal; M. J. Haney and W. G. Ross, Toronto, and M. R. Higgins, San Francisco.

Gillette Safety Razor

Gillette Safety Razors are correcting all over the World the mistaken idea that Canada's activities are confined entirely to agriculture.

Admittedly, the Gillette Safety Razor is the acme of perfection in modern razor manufacturing, and on every razor and blade that leaves our factory goes the message "Made in Canada—Known the World Over."

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A Record of Progress

Making Hydraulic Machinery

The Dominion Engineering and Machinery Co., Ltd., are Canadian Manufacturers of I. P. Morris Turbines

In 1918 Dominion Bridge Co., Limited, whose machining capacity had grown largely during the war, started the manufacture of paper machines, which had not previously been made in Canada. The machines were at first built in the Dominion Bridge Company's machine shop at Lachine, but the department grew so rapidly that towards the end of 1919 it was decided to buy the St. Lawrence Bridge Company's shop at Lachine, and to handle the department as a separate organization. The Dominion Engineering & Machinery Company, Limited, were, therefore, organized for this purpose, being entirely owned and operated by the Dominion Bridge Company, Limited.

Soon after their organization the new company were approached by several individuals who had been looking for a shop in which to manufacture large hydraulic turbines. These individuals were interested in several of the large power companies of Eastern Canada and were working hand in hand with the Wm. Cramp & Sons Ship & Engine Building Company, of Philadelphia, manufacturers of the I. P. Morris Turbines and Hydraulic Machinery. The Dominion Engineering & Machinery Company shop was eminently suitable for their purpose and a decision was made to combine forces and to reorganize the new company on a larger scale, to build both the paper and the hydraulic machinery.

The Dominion Engineering Works, Limited, were organized and commenced business in May, 1920, with a capital of eight million dollars and the following directors: President, G. H. Duggan; vice-presidents, A. J. Brown, Julian C. Smith; directors, W. F. Angus, Geo. Chahoon, Jr., Sir Herbert Holt, Phelps Johnson, J. M. McIntyre, Howard Murray, Carl Riordon, H. B. Taylor, F. L. Wanklyn.

The Dominion Engineering Works, Limited, shop is situated at Rockfield, within the City of Lachine, Quebec. It is served by both the Grand Trunk and Canadian Pacific Railways, and the property is sufficiently large to provide for future extensions.

The company, though equipped for almost any kind of heavy foundry and machine work, intends to specialize in the manufacture of paper machines and accessories and water turbines. A modern grey iron foundry has been built, equipped for the largest work. This foundry is 145 ft. x 350 ft. and is served by 70-ton and 15-ton cranes to which a 35-ton crane is being added. There are three cupolas, 37 ins., 54 ins. and 84 ins. Special pits for paper machine dryers and a large pit 30 ft. x 120 ft. for turbine work. The foundry is equipped with sand-blast apparatus, jolt machines, rammers, etc.

The machine shop, which is the old main shop of the St. Lawrence Bridge Company, is 660 ft. x 160 ft. with a side bay 60 ft. x 440 ft. The east third of the shop is higher than the remainder and is served with one 70-ton and two 35-ton cranes. Here most of the hydraulic work and the heavier part of paper machine work will be done, and in this part will be situated such large machine tools as the 18-ft. and 35-ft. vertical boring mills, the 12 ft. x 20 ft. horizontal boring mill, and the special dryer-lathes and grinders. The remainder of the shop is served by 10-ton and 40-ton cross-cranes and has a general machine tool equipment, with a specially large number of long roll turning lathes for paper machine work, roll-grinders, etc. There is a large space for the erection of machinery. All tools are operated by electric power purchased from the Montreal Light, Heat & Power Company.

The pattern shop is in a separate building formerly used by the St. Lawrence Bridge Company as a template shop. The Company have not as yet built an office building but their offices are at present housed in the Dominion Bridge Company's office building at Lachine, about half a mile distant from the works.

The Company have a large amount of work on hand. They have nearly completed two large newspaper machines for the Laurentide Paper Company. These are high-speed machines, 166 inches wide, and are of the most modern construction. They are also completing a large tissue paper machine for the Interlake Tissue Mills Company and have several other paper machine contracts on hand. In the Hydraulic Department they have contracts for two 20,000 h.p. turbines for the Laurentide Power Company, two 10,800 h.p. and one 1,500 h.p. turbines for the Cedars Plant of the Montreal Light, Heat & Power Company, and four 2,700 h.p. turbines for the Spruce Falls Company, Limited. All of these turbines are of the I. P. Morris design.

New Paper Company

Three Rivers Pulp & Paper Company, Limited, Plan to Operate by November, 1921

A new entry in the pulp and paper field is the Three Rivers Pulp & Paper Company, Limited, of whose stock issue a prior offering is being made to shareholders in the Hollinger Consolidated Gold Mines, Limited. Upwards of two million dollars of the preferred stock issue has been subscribed by the directors of the Three Rivers Company, whose names are given below. The remainder is offered first to Hollinger shareholders and any portion not taken up by them will be offered for public subscription.

The company state in their prospectus that they intend to proceed at once with the erection of a thoroughly modern ground-wood pulp mill, with equipment of the latest design and an initial capacity of 100 tons per diem (30,000 tons per annum). The mill is to be situated at Three Rivers, on a suitable site already secured, with excellent rail and water shipping facilities, and of an area ample for further extension of the plant. The site secured has a frontage of 1,500 feet on the St. Lawrence River, where ocean steamers can load at the company's own dock. Rail shipments will be

handled by siding connection with the C.P.R. It is planned to have the mill in operation in November, 1921. There is an ample supply of standing timber on the company's limits.

The authorized capital of the company is $4,000,000 in 8 per cent. preferred shares, with 80,000 common shares of no par value, all of which is to be issued. The head office is in the Drummond Building, Montreal. On the board of directors are: President, N. A. Timmins, president of the Hollinger Mines; vice-president, Denaston Breakey, president John Breakey, Limited; L. H. Timmins, Colin Breakey, R. J. Whyte, J. W. Smith, W. L. McDougald, W. P. Kearney, and D. A. Dunlap.

Nearing Completion

Owen Sound Cereal Mills, Limited, Expect to Commence Operations by November 15th.

The plant of the Owen Sound Cereal Mills, Limited, at Owen Sound, Ontario, is rapidly nearing completion, and it is expected that everything will be ready for the commencement of operations by November 15th. The company have purchased a four-storey stone building 200 x 100 feet, and will employ about twenty men. The products are oatmeal, split peas, pot and pearl barley, millfeeds, flaked wheat and cracked wheat. The mill has a capacity of some 250 barrels per day. According to the Owen Sound *Sun and Times* a great deal of the split pea product will be exported as there is a great demand for it in Central and South America.

The company took over the business of Duncan Haston & Company, and Matthew R. Duncan is president of the new concern. The other directors are:—Morley D. Lemon (vice-president; H. I. Price (secretary-treasurer), Charles Thompson, William Haston, R. Patterson, E. W. McQuay. The authorized capital is $100,000.

New Lumber Mill

La Compagnie Jos. Lefrancois, Ltee., Will Operate New Mill Early in November

A new lumber mill is being erected at Limoilou, Quebec, by La Cie Jos. Lefrancois, Ltée., and will be in operation early this month. It is a structure 125 x 110 feet, built in concrete blocks and with concrete floors. The equipment will consist of one carriage with circular saw, one band resaw, one rip saw, two high speed planers and matchers, two surface planers and two stickers or moulding machines. The estimated output is 50,000 feet of dressed lumber and mouldings a day. From 30 to 35 men will be employed.

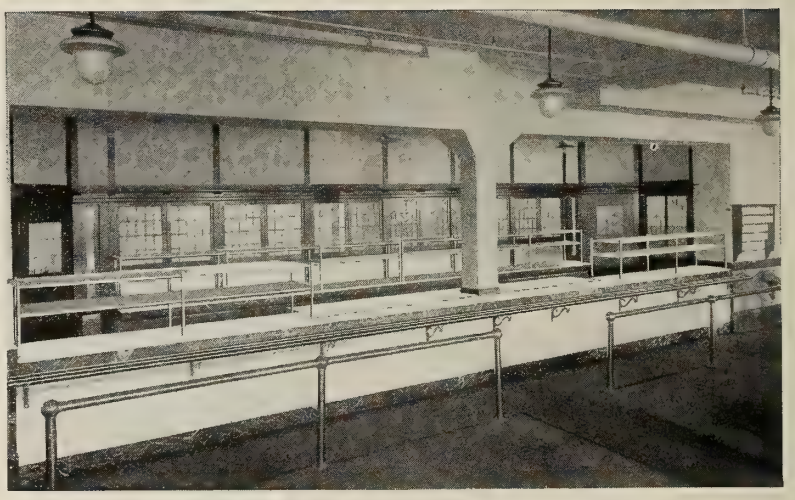
The company are a limited one capitalized at $98,000. Jos. Lefrancois, of Quebec, is president; J. E. Vallée, of Beaufort, vice-president, and J. M. Dessureault, of Quebec, secretary-treasurer. Other directors are A. Dessureault, of Quebec, and J. A. Rousseau, of Ste. Anne de la Perade.

Chocolate Plant Extends

Rockland Cocoa & Chocolate Company, Limited, Connect Their Two Existing Buildings

The Rockland Cocoa & Chocolate Company, Limited, are connecting the two existing buildings of their plant at 18 and 20 Duncan Street, Toronto, by an addition which will give an added floor space of 4,332 feet. This will be used chiefly for manufacturing purposes and storerooms, and will increase the present capacity and output of the plant by about ten per cent. The company expects that the alterations will be completed by the 20th of November.

Cafeteria Equipment



CAFETERIA AT HARRIS ABATTOIR LIMITED, TORONTO

The economical operation of a Factory Cafeteria depends largely on the equipment. We have installed Cafeteria Counters with heating equipment, glass shelves, refrigerators and supplied chairs and tables in some of the largest industrial plants in Canada.

We will design and submit plans and estimates for any size Cafeteria for your Factory upon your request.

JOHN HILLOCK COMPANY LIMITED

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So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day— a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

SYSTEM SERVICE

"Office Specialty" System Service Experts are men who merit the name *expert*. They are trained, practical men. They will gladly make your office routine, record-keeping, or filing problems their own. Their value to themselves, and to us, depends upon the value of their service to you.

Put your office routine or record-keeping problem up to our nearest Service Store.

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OFFICE SPECIALTY
FILING SYSTEMS

LABOR SAVING OFFICE DEVICES "O and E" TIME IS MONEY

963

Now In Operation

Anglo-Canadian Wire Rope Company, Limited, Have Completed Plant at Lachine, Quebec

The Anglo-Canadian Wire Rope Company, Limited, who were incorporated in June of last year, have completed their plant at Rockfield Station, Lachine, Quebec, and have already manufactured several thousand feet of steel wire rope. The newly-erected factory is especially designed for this purpose and is equipped with machinery of the latest type, evolved after years of experience of the best ropemakers in Great Britain. It has been imported from the best makers of this class of machinery in England. Many delays were experienced while obtaining it, owing to unsettled conditions, but at the end of last August the plant was put into running order.

The Company are capitalized at $200,000 and have their head office at 374 Beaver Hall Square, Montreal. The following constitute the board of directors:—D. W. Clark (president), Canadian B. K. Morton Company, Limited, T. S. Morrisey (vice-president), R. M. Davy, G. H. Atkinson, G. D. L. Hunter. The Canadian B. K. Morton Company are appointed sales agents for the whole of Canada.

Separate Company Formed

Canada Fire Brick Company, Limited, Handle Fire Brick Business for Two Other Companies

The Canada Fire Brick Company, Limited, have been organized to take over the affiliated fire brick interests of the Montreal Fire Brick Works Company, Limited, and the Canada Supply Company, Limited. These companies have been working together for the past year, but it was deemed advisable to incorporate a separate organization for handling the fire brick business.

The head office will be located at 418 St. James Street, Montreal, where all orders and correspondence should be addressed. The plant at 399 St. Ambroise Street has been rebuilt and enlarged. Modern equipment and kilns have been installed with facilities for stocking standard shapes, and every effort will be made to give customers reliable and satisfactory service.

To Build New Plant

Crouse-Hinds Company of Canada, Limited, Buy Five Acre Site in Toronto

Five acres of land at the corner of Hanson St. and Coxwell Ave., Toronto, have been purchased by Crouse-Hinds Company of Canada, Limited, manufacturers of electrical appliances, and plans and specifications for new buildings are now being prepared. These will be three in number. The main building will be either three or four storeys high and 500 x 80 feet. The foundry will be 300 x 60 feet and a two-storey, fire-proof pattern warehouse approximately 100 feet square will also be built. The whole will be a modern daylight plant of the best brick and mill-type construction, completely sprinkled throughout.

It is planned to break ground about May 1st, 1921, so that the plant may be ready for occupancy by November 1st, 1921. An amount in the neighborhood of $500,000 will be invested in the buildings alone.

At present No. 1 factory of the company is on Labatt Avenue, and factory No. 2 is on Carlaw Avenue, Toronto. When the new plant is complete three companies will operate in these buildings, namely: Crouse-Hinds Company of Canada, Limited; Harvey Hubbell Company of Canada, Limited.

T H·E

Help to Conserve Power

The season when power shortage is likely to be experienced has now arrived, and the co-operation of every Hydro user is earnestly requested in an endeavor to reduce general inconvenience to a minimum.

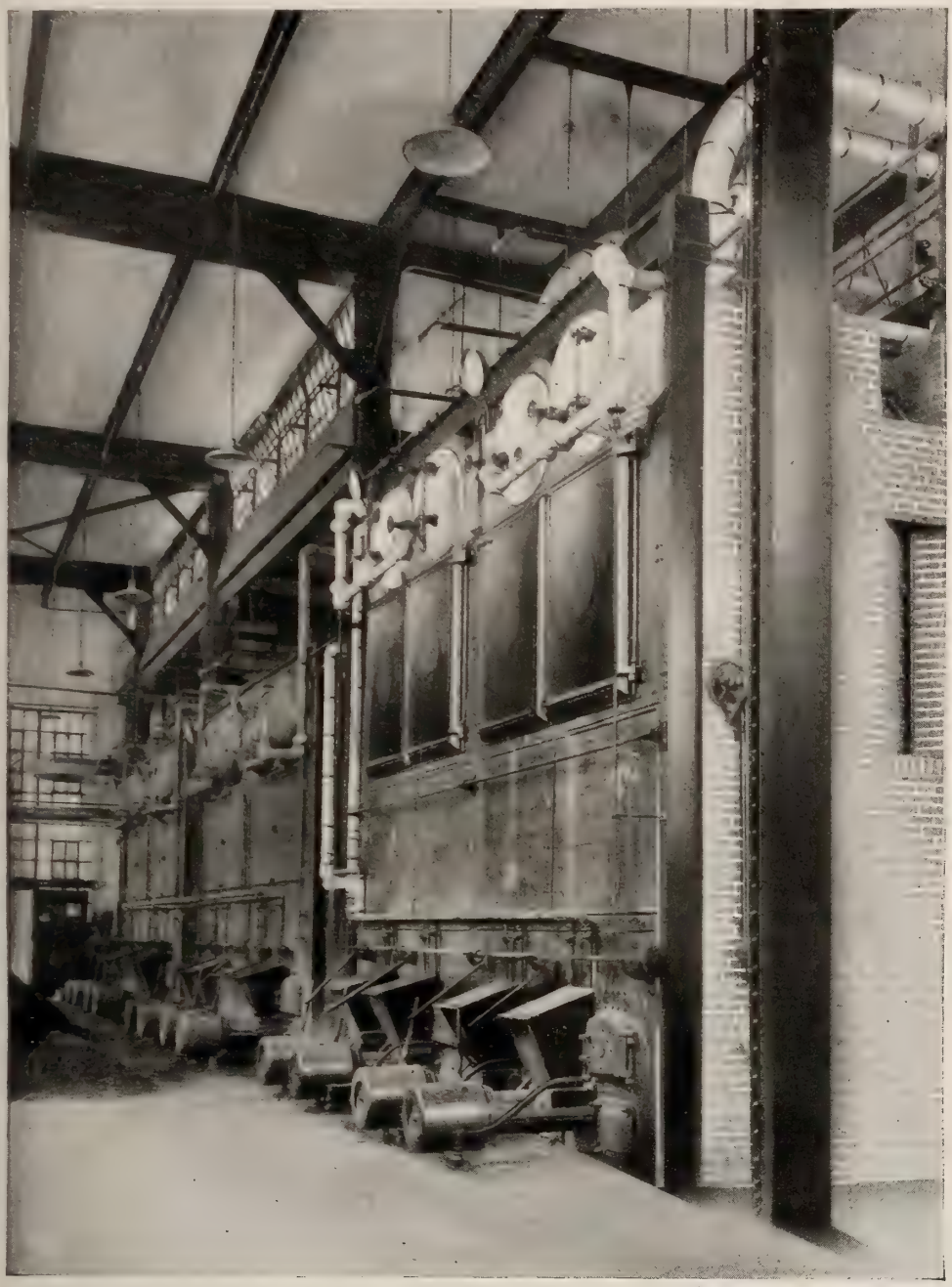
Cut out every possible idle machine, or lamp not actually required in use, and see that your plant is operated under the most efficient conditions.

Our engineers are at your service. Consult them as to ways in which you can save power. Doing so may save you money.

Toronto Hydro-Electric System

226-228 Yonge Street
Phone Adelaide 2120

Branch: Gerrard and Carlaw
Phone Gerrard 761



The boiler room of the Dominion Tire Co .at Kitchener, showing in the foreground an installation of two large double drum G. & McC. Co. Sectional Water-Tube Boilers. Two more of the same size are at present under construction for this plant

G. & McC. Co.

Sectional

WATER TUBE BOILERS

are superior in design and workmanship

GREATER COMBUSTION AREA and INCREASED STEAMING CAPACITY are two important features of G. & McC. CO. Water-tube Boilers that distinguish them from ordinary boilers. They can be forced without danger. They are equipped with large steam and water drums and connecting nipples of increased size, and every part subjected to steam pressure is made of FORGED STEEL.

Our catalogues, specifications, prices, etc., will be gladly furnished to interested parties

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QUEBEC AGENTS:
Ross & Greig
400 St. James St., Montreal, Que.

BRITISH COLUMBIA AGENTS:
Robt. Hamilton & Co.
Vancouver, B.C.

and the Hubbell-Mack Machine Screw Company, Limited. E. G. Mack will act as managing-director for all three companies.

New Factory Opened

Congoleum Company of Canada, Limited, Manufacturing Rugs and Floor Covering in New Factory

On September 1st the Congoleum Company, of Canada, Limited, commenced manufacturing operations in their new factory on St. Patrick Street, Montreal. This plant is a four-storey building with approximately 100,000 square feet of floor space. It is being used for the production of art rugs and floor covering of the Congoleum "Gold Seal" brand. These former are of various sizes, ranging from 6 x 9 to 9 x 12. The plant has a capacity of 1,500,000 square yards of floor covering and 175,000 of rugs per year.

Will Make Wire Goods

The Richmond Wire & Iron Company, Limited, Have Secured a Site at Richmond, Quebec

The Richmond Wire & Iron Company, Limited, are a new organization that are offering securities to the public in the form of an issue of $150,000, eight per cent. cumulative redeemable preference stock, says *The Financial Post.* The capitalization of the company is $1,000,000, with preferred stock of $550,000 authorized, and common stock of $450,000. The preferred stock is being offered at $100 per share, and carries with it a bonus of 40 per cent. common stock.

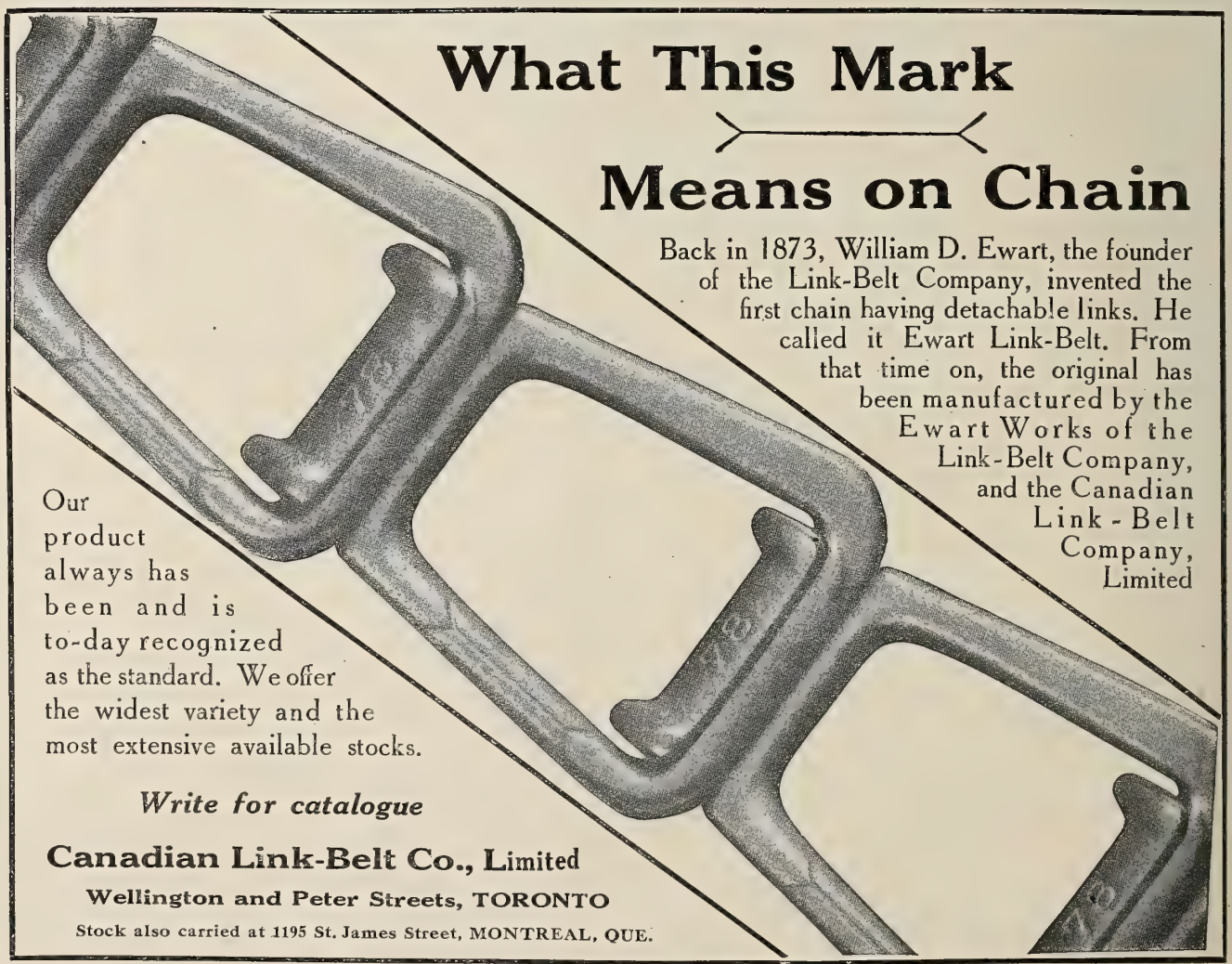
The purpose of the company is to erect factories and engage in the manufacture of wire goods of every description for household, farm, factory, business and other uses, including stamped metal goods, electrical goods, automobile specialties, metal fittings for trunks and leather goods, etc., auger bits, wrenches, forgings, etc. It is of interest to note that the prospectus declares that over 60 per cent. of these goods used in Canada at present are imported from the United States and other countries, and that during the past fiscal year the importations into Canada of small hardware and metal goods amounted to about $28,000,000.

The company have secured a site of six acres at Richmond, Quebec, and will receive exemptions from taxation and other privileges from the town. Electric power will be purchased from the Southern Canada Power Company. A special effort will be made to secure as shareholders of the company hardware dealers who may become customers of the factory. One of the conditions held out to them is that they will receive an extra discount of 10 per cent. on the regular list on all lines manufactured by the company. It is the purpose of the company to deal directly with the retail trade.

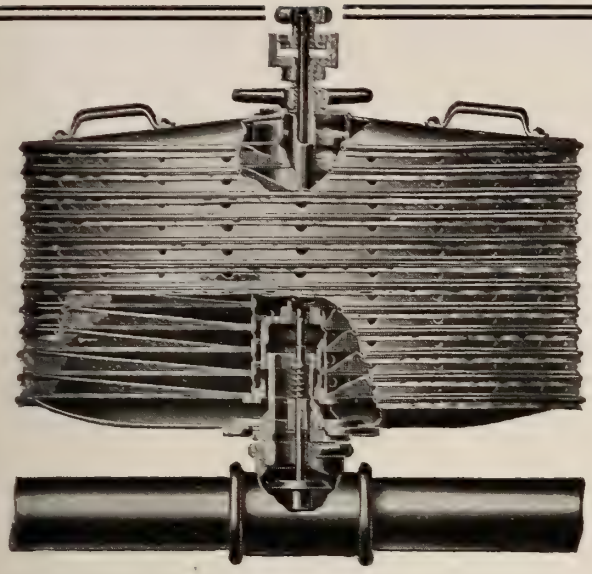
New Machine Room

Don Valley Paper Company, Limited, Build Addition to House Paper Machine

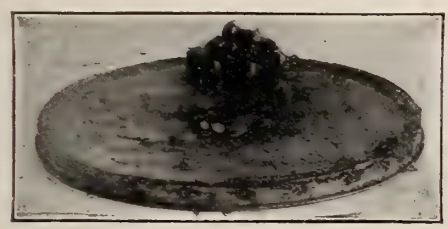
The Don Valley Paper Company, Limited, of Toronto, have completed the addition to their plant. This consists of a



It Gets the Dirt
It's a BOWSER Oil Filter



No. 1—Sectional View of Bowser Filter Section Assembled



No. 2—Filter Disc with Dirt Filtered from Oil.

The pictures shown here illustrate the Bowser Filter Section as used in the Bowser Oil Filter.

No. 1 shows the Filter Section assembled, ready for use. No. 2 shows one of the Filter Discs with dirt that the Filter has collected from used oil. This pile of dirt is about 6″ in diameter and from 2″ to 3″ high.

There are twelve of these Filter Discs and Cloths in a Bowser Filter Section—each as effective as the one you see pictured. As many complete Filter Sections as needed are furnished in the Bowser System. You may judge for yourself as to the value of such equipment.

Bowser Systems are applicable to any size and type of power producing and transmitting machinery.

We will be glad to send literature and explain to you how the Bowser principle of Oil Filtration can be applied to your Boiler p'ant.

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Limited

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If you have not already done so—why not open a ledger account with us. You will be surprised at the change.

P.S.—Catalogues and advertising literature yours for the asking

new machine-room about 43 x 120 feet, built to house their present machine, at a cost of $20,000. The Company do not expect any immediate effect on output to result from the addition.

Making Floor Lamps

McGill-Quinn Handcraft Products to Make Fibre Furniture, Etc., at Norwood, Ontario

McGill-Quinn Handcraft Products is the registered name of a manufacturing business now being carried on by E. McGill-Quinn, at Norwood, Ontario, the present product being woven floor lamps. The firm hope soon to be able to turn out about two thousand of these per month, and later will devote their energies to the production of fibre furniture. This latter development must be postponed until additions can be made next spring to the present plant.

Fibre furniture is practically a new thing for Canada. The company state that while it is sometimes spoken of as a substitute for reed, rattan and willow furniture, it can be made superior to these in durability and finish when proper treatment is used in the finishing process.

Make Hardwood Flooring

MacDonald Lumber Company Commence Manufacturing in Maisonneuve Plant

The Macdonald Lumber Co., wholesale lumber dealers, Toronto, have commenced the manufacture of hardwood flooring at Maisonneuve, Montreal, and are meeting with encouraging results. Although only in operation a short time, the company are making ready to add new equipment and to increase the capacity of the plant. The company manufacture birch, maple, quartered cut white oak, plain red oak and beech hardwood flooring, and carry stocks in their yards at Montreal and Toronto. The brands of the Macdonald Lumber Co. are known as "Eclipse" and "Keystone" hardwood flooring. The company's office in Toronto is at 34 Victoria Street, and in Montreal at 71A St. James Street.

Enlarging Paper Plant

Kinleith Paper Mills, Limited, Expect Substantial Increase in Production

The Kinleith Paper Mills, Limited, of St. Catharines, Ontario, are enlarging one of their buildings by an addition measuring about 75 x 90 feet. The purpose of the enlargement is to lengthen out the paper machine, by doing which the company expect to increase their production by approximately 25 per cent. The estimated cost of the improvement, which should be completed by the first of next year, is in the neighborhood of $75,000.

Entirely New Industry

The Canada Cutlery Company, Limited, Will Manufacture Pocket Knives at Kingston, Ontario

The establishment of the Canada Cutlery Company, Limited, in Kingston, Ontario, brings an entirely new industry to Canada in the manufacture of pocket-knives. This Company have secured a large concrete building with floor space of something like 27,000 square feet and will commence production about the middle of January with a complete line of pocket cutlery. At the commencement, Mr. C. A. Eaton, the Company's managing director, expects that the output will be 200 dozen knives a day, and that this capacity will very shortly be increased to 300 dozen daily.

The Company are patenting their products after the Eng-

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Limited

The Pioneer Appraisal Organization of Canada

ESTABLISHED 1905

THE Canadian Appraisal Company, Limited, has now completed fifteen years of service and enjoys to-day an unrivalled position as an Appraisal organization amongst manufacturers as well as insurance and financial houses within the Dominion.

Approximately 4,500 properties have been appraised by us to date. Amongst these are the most representative industrial concerns and those which are "a household word" in practically every line of manufacture; including also all the properties comprising the recently formed "British Empire Steel Corporation, Limited."

We are therefore able to offer to clients the very best Appraisal Service that is to be obtained, yet one which it is our constant ambition to improve and perfect by every means in our power.

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National Conduit Company, Limited

Toronto

lish rather than the American style, as they feel that English pocket cutlery is more durable than that produced in the United States. To a large extent, however, American processes will be used in the manufacture, and the plant will be equipped with the most improved mechanical devices known in this line of manufacture. The Company are purely Canadian in their formation and capital and for the time being at least will manufacture entirely for the Canadian trade.

Their raw materials, unfortunately, will have to be secured for the time being outside of Canada, horn for handle material and blade steel coming from England, and spring, lining, and bolster steel coming from the United States. The Company are anxious to buy from Canadian steel mills, but as yet have been unable to obtain quotations from any of these.

New Hamilton Industries

Don-O-Lac Company of Canada, Limited, and Canadian Metleskin Company, Limited

Two new industries to locate branches in Hamilton, Ontario, are the Don-O-Lac Company of Canada, Limited, and the Canadian Metleskin Company, Limited, whose parent companies are in Rochester, New York. Both are capitalized at $50,000, and between them they will have about 50 employees. They are under the one management, and at present will occupy joint premises in a building at the corner of Bay and Murray Streets which they have leased. It was formerly occuped by the Dowswell Manufacturing Company. Should building conditions improve next year they expect to erect separate buildings. The products of the Don-O-Lac Company are shellacs, enamels and paints, and the Metleskin Company manufactures power plant products and boiler-room supplies.

Another Hamilton Company

Boyce-Moto Meter Company, of Long Island City, Establishes Canadian Branch

Another branch industry for Hamilton, Ontario, is announced by C. W. Kirkpatrick, Commissioner of Industries and Publicity. This is an offshoot of the Boyce-Moto Meter Company of Long Island City, U.S.A. The moto-meters made by this company are standard equipment on 176 different makes of pleasure cars, trucks and tractors. At their United States plant last year 1,380,000 moto-meters were turned out and about 41,000 of these came to Canada. The Company now intend to manufacture them in this country both for Canadian trade and for export. They have leased temporary premises with the intention of building later. At the time of writing their Canadian organization has not been announced, but Samuel E. Ryder, who has been Detroit manager up to the present time, has been appointed manager of the Hamilton branch.

Now Building Plant

Bates Valve Bag Company, of Chicago, Locating Branch at Niagara Falls, Ontario

Among the numerous United States industries who are finding it advantageous to locate branches in Canada are the Bates Valve Bag Company, of Chicago, Illinois. They have purchased a tract of land on Battery Avenue, Niagara Falls, Ontario, and now have in course of construction a one-storey building of cement blocks, 48 x 75 feet, with 12-foot walls.

The company will manufacture the Bates Packer which is used for packing cement, hydrated line, pulverized limestone or any pulverized rock product. For the present castings will

Nova Scotia Steel & Coal Co.
LIMITED

PLATES

1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

Fluid Compressed Steel Forgings

We manufacture Merchant Bars, Rounds, Flats, Squares, Ovals, Half Ovals, Tires, Sleigh Shoes, Plain or Twisted Concrete Bars, Agricultural Sections, Cold Drawn Shafting, Machinery Steel, Angle Bar Fish Plates, Track Spikes and Bolts.

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Head Office:
NEW GLASGOW, N.S.



Quicker Than Thought!

"Fifty-nine seconds after the alarm was given the first stream was turned on the fire."

Quick work!

But the Grinnell beats it always by minutes, often by ***hours***.

With ordinary fire-fighting apparatus, a fire must be ***seen*** before it can be attacked and only too often this means that it is too late for any effective fighting to be done.

But "way back" in the darkest corners, out of sight and hearing, the silent little Grinnell sentinel is everlastingly watching for that first rise in temperature that indicates that the fire is just ***beginning***.

Often before the fire is ***seen*** by any human being—"Click!" "Splash!" and a deluge of water from the Grinnell Sprinkler overhead has placed it definitely among the "might have beens."

And the surprising part of it all is that it actually costs less to protect your building with Grinnell Automatic Sprinklers than to do without them.

Your insurance man knows and will tell you just how much a Grinnell installation will save you each year, in premiums alone.

Important

Heretofore the underwriters have often required a tank supply for automatic sprinklers in addition to the city mains. Now, however, Grinnell Sprinkler equipments can often be installed without a tank.

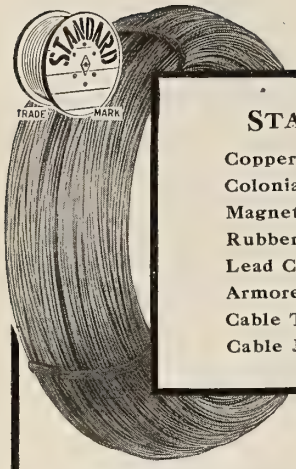
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For Full Information Write for Catalog I

Canadian Mathews Gravity Carrier Co., Ltd.

PORT HOPE, ONT.

be furnished and machine work done by the L. & P. Manufacturing Company, and the building will be used as a warehouse and assembly plant. Only two or three men will be employed for this work. The question of forming a Canadian company has not yet been decided.

Fulton Motors, Limited

St. Catharines, Ontario, to Be the Home of a Large United States Branch Industry

The location of Fulton Motors, Limited, at St. Catharines, Ontario, is announced by Hugh M. Bell, manager of the Chamber of Commerce. The company are a branch of the Fulton Motor Company of Farmingdale, N.Y., and are capitalized in Canada at $2,000,000. They are taking over the plant of the Marathon Tire & Rubber Company, Limited, on Vine Street, which is already equipped with much of the machinery needed for the production of trucks. Representatives of the company state that the first Fulton truck will be turned out in St. Catharines within two months. The trucks are to be of three sizes,—one-ton, two-ton and three-ton—to sell for $1,500, $2,250 and 3,000 respectively.

As the company are to build their own truck bodies, the erection of a large addition to the present building is contemplated. A space of some seven acres will be covered by the plant. They expect to employ one thousand hands within a year.

Garvin Denby, president of the parent company, is president of the St. Catharines branch, and Alfred F. Irwin is first vice-president. Another director is C. W. Whitmore, formerly of the Packard Motor Company. J. Bell, chief engineer of the parent company, is to fill the same position in Canada, and W. H. Hyslop, formerly connected with the Jackson Motor Company, is also associated with the Canadian Fulton Motors.

Branch Factory at London

Ruggles Motor Truck Company, Limited, Constructing First Unit of Their Plant

The location of the Ruggles Motor Truck Company, Limited, in London, Ontario, is due to the enterprise of Alderman Bridges, who made a tour of the United States some time ago for the purpose of inducing industries to establish their Canadian branches in his city. The Ruggles Company are a branch of a firm in Alma, Michigan. They are now erecting the first unit of their plant, a building 417 by 80 feet, constructed of brick and steel sash. Three sizes of motor trucks will be turned out, 1½ ton, 2½ ton and 3½ ton.

The principal officers of the company are: F. W. Ruggles, president; E. L. Smith, secretary; M. Pringle, treasurer; C. D. Smith, in charge of manufacturing; G. R. Wilber, director of purchases, and D. M. Britton, in charge of engineering. The capitalization is three million dollars.

A Phonograph Factory

William Gunn, of Saginaw, Michigan, to Make Phonographs in Wingham, Ontario

William Gunn, of Saginaw, Michigan, U.S.A., has purchased the Walker & Clegg factory in Wingham, Ontario, and will manufacture phonographs there. This factory is a brick building 188 feet long with a width of 40 to 80 feet. The heating system is being changed and machinery is being installed. These alterations should be finished by the middle of November. The phonographs will be known as the Gun-Son-Ola Talking Machines.


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THE
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OF
CANADA
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HAMILTON MONTREAL
Service

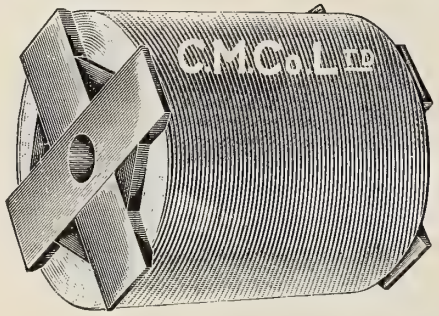


Drop Forgings

ONE of the largest and best-equipped Forge Plants anywhere, is at your call for Drop Forgings of any kind, particularly in large quantities.

Dominion Forge & Stamping Co., Ltd.
WALKERVILLE, ONT.
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We Manufacture Wire Solder



We make wire solder of any desired composition or size (guaranteeing the mixture to be exactly as represented) and for any gauge or size. It is made by our improved hydraulic process, which not only insures absolute uniformity in composition, but makes the wire perfectly smooth and of an even size throughout its entire length

ASK FOR PRICES

Babbitt **Solder**
Lead Pipe **Sheet Lead**

We are the Largest Manufacturers of White Metal Alloys in the Dominion

The Canada Metal Co., Limited
HAMILTON MONTREAL **TORONTO** WINNIPEG VANCOUVER

To Make Hydraulic Hoists

Wood Hydraulic Hoist and Body Company of Detroit, Establishing Branch at Windsor, Ont.

Another United States manufacturing firm to establish a branch in Canada are the Wood Hydraulic Hoist and Body Company of Detroit, who are opening a plant in Windsor, Ontario. They will manufacture hydraulic hoists and steel dump bodies for application to motor trucks, and expect to be operating about the beginning of November with a force of from ten to twenty men. At present the company will not organize under a Canadian charter but will operate under the same firm name as in the States. A. G. Kerr is manager of the Canadian branch.

Ingersoll Knitting Company

Knitting Plant at Ingersoll, Ontario, Will Soon be Running to Full Capacity

The plant of the Ingersoll Knitting Company at Ingersoll, Ontario, is almost ready to be operated to its full capacity. The machinery, which is all new and of the latest pattern, includes ten sewing machines and three knitting frames. Wash cloths, towels and bibs are to be manufactured, and five hundred dozen a day can be turned out. From twenty to thirty hands are to be employed. A steam heating system is being installed to supply heat for the whole factory.

The owner and manager of the company is L. Waterhouse, formerly secretary-treasurer of the Thomas Waterhouse Company, Limited, of Ingersoll. The words "Ingersoll Knit" have been adopted as the company's trade mark.

Pulpwood and Lumber

Hawk Lake Lumber Company, Limited, Now Operating a Mill at Monteith, Ontario

The Hawk Lake Lumber Company, Limited, are located at Monteith, Ontario, where they have purchased the rossing mill and sawmill formerly owned by the Monteith Lumber Company, Limited. Regarding their plans, A. E. Wicks, president of the company, makes the following statement:—

"We will be taking out about 15,000 cords of spruce and balsam this season at our two mills. Eighty per cent. of this will be turned into pulpwood, some of it being rossed and the rest shipped rough. The other twenty per cent. will be sawn into lumber of which we expect to saw possibly a quarter of a million feet next summer. Next summer drum barkers will be installed at our Monteith mill to replace the disc barkers. Our timber supply is adequate for ten to twelve years with even a larger capacity than this season's cut."

International Laboratories, Limited

Have Erected Factory at St. Boniface, Manitoba, and Will Make Paints and Varnishes

International Laboratories, Limited, a company capitalized at a quarter of a million dollars, fully paid, and located at St. Boniface, Manitoba, have completed a five-storey factory of reinforced concrete and brick, approximately 100 feet square. They will manufacture in this a full line of paints, varnishes and the usual sundries which go with these lines. They also have under construction a varnish factory which will be 100 x 35 feet. At present about forty hands are employed.



Gilbert J. P. Jacques, Architect — St. Joseph School, Windsor, Ont.

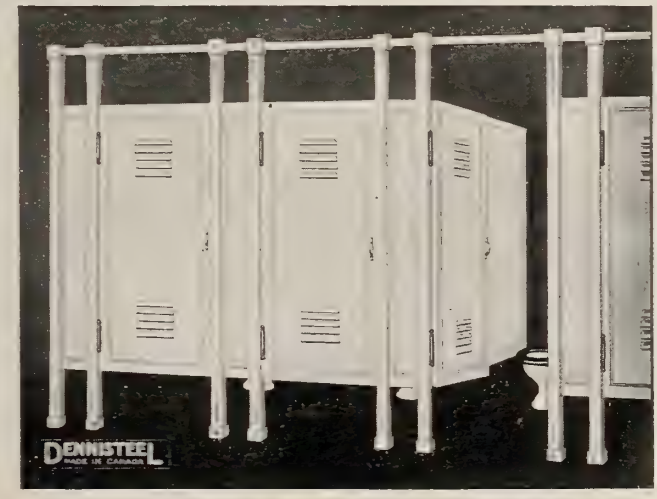
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The distinctive features of this modern fireproof school building are high-grade pressed brick masonry and fine interior oak trim.

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Specialists: both of us!

You are a specialist above the rank and file of your trade. Why? Because you have concentrated your brain power. We have concentrated our institutional brains on

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Lavatory Compartments

"Hygienic—Fireproof—Non-Markable"

We are the only specialists in Canada who make this important sanitary equipment.

See that Dennisteel Lavatory Compartments are included in your next contract for a school, factory, industrial plant or public building.

They can be enamelled to harmonize with the most elaborate fixtures or decorative effects

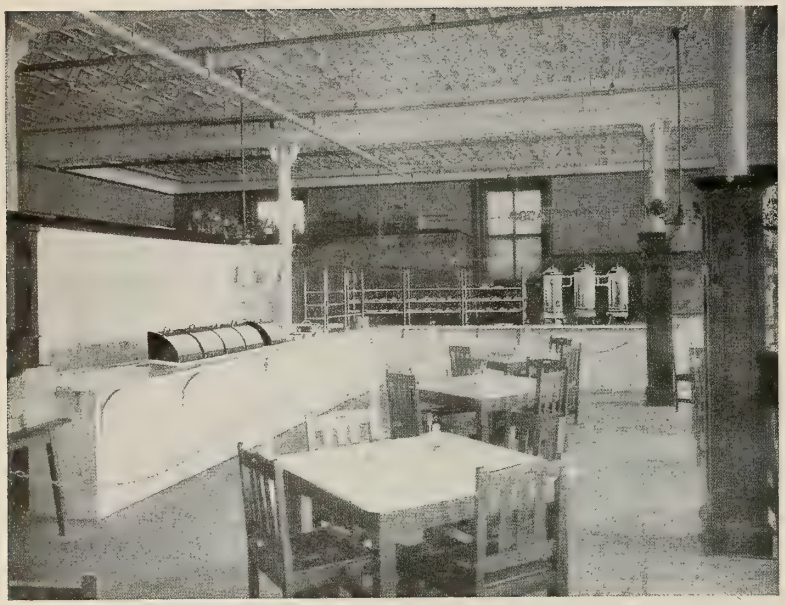
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We Also Make

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INDUSTRIAL KITCHENS

The furnishing of equipment for Industrial Kitchens is a specialty of McCLARY'S. Every detail, and there are many, has been mastered by our experts; large or small, complicated or straightforward specifications, are handled with equal care.

During the past few years we have had a large experience in this class of work. Architects and buyers of this equipment have proved to their entire satisfaction that McCLARY'S activities are not solely confined to the manufacture of Good Stoves and Cooking Utensils.

The development of the Cafeteria or Cafe for industrial organizations has been very rapid of late. Employers of labor realize that this system of having pure, healthful food available for sale at reasonable prices, right within convenient reach, is very beneficial to the moral of their workmen.

It is not sufficient, however, to merely approve the establishment of this new departure; it is very essential that no risks should be taken in its satisfactory installation.

It is with perfect confidence that we, McCLARY'S, offer our services to any architect or buyer who desires to obtain specification, layouts and prices without obligating himself. Our experts are ready at any time to give their personal and courteous attention to any enquiry submitted.

Our nearest branch will deal promptly with a written request.

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Factories at

LONDON MONTREAL BRANTFORD

Distributing Warehouses at London, Toronto, Montreal, Winnipeg, Vancouver
St. John, N.B., Hamilton, Calgary, Saskatoon, Edmonton

Making Motor Trucks

Gotfredson-Joyce Corporation, Limited, Estimate First Year's Output at Over One Thousand

The Gotfredson-Joyce Corporation, Limited, were incorporated this year under a Dominion charter, and are manufacturing G. & J. motor trucks at Walkerville, Ontario. Benjamin Gotfredson and Robert Gotfredson are president and vice-president respectively of the company, and Frank H. Joyce is secretary-treasurer. The company expect to produce between one and two thousand trucks during their first year of operations and are employing about one hundred hands. The capitalization is $100,000, all paid in in cash.

Lumber and Pulpwood

Franquelin Lumber and Pulpwood Company, Limited, Are Subsidiary of Ontario Paper Company

The Franquelin Lumber & Pulpwood Company, Limited, are a subsidiary of the Ontario Paper Company, Limited, operating at Franquelin under the presidency of W. H. Eshbaugh. Lumber and cut wood in 4-ft. lengths are the products, and from one to six hundred men, according to the season, are employed. The paid-up capital is $850,000. About one hundred and twenty-five square miles on the Franquelin River are comprised in their timber limits.

Feed Meal Plant

Mount McKay Feed Company, Limited, Will Soon Complete New Buildings

The plant being erected at Fort William, Ont., by the Mount McKay Feed Company, Limited, is well under way and should be grinding by November 15th. The company are a limited stock company with paid-up capital of $35,000 and employ from five to seven men. The plant consists of a small elevator and feed plant with floor space of 8,500 square feet and capacity for storing 200 tons of hay. The elevator capacity is 10,000 bushels and the output of the feed mill will be 20 tons a day. All kinds of chop feed and feed meal will be manufactured, poultry supplies being a specialty.

Manufacturing Fertilizers

Pacific Guano Company, Limited, Are in Operation at Barnet, B.C.

Among newly-organized Western companies are the Pacific Guano Company, Limited, which was recently started by C. H. Devine at Barnet, British Columbia. The products of this company are fish meal and fish oils obtained from any suitable kind of fish or fish offal. As there are legal restrictions against using any fish that is good for human consumption the suppy of raw material is variable, but since manufacturing operations commenced, on July 12th last, the plant has run from eight to ten hours a day.

Dogfish is one of the chief forms of raw material and can be procured in large quantities from November to April. From April to November, when there is no dogfish to be had, the supply of other fish from packing-houses is spasmodic. A supply is also obtainable from cold storage fish that have spoiled.

The plant running twenty-four hours would take from 16 to 20 tons of fish which would yield about four tons of fish meal worth $100 a ton, and some 160 gallons of oil worth from 65 to 75 cents a gallon. The cooker holds about 3½ tons to a cooking. The hydraulic press has a pressure of 2,500 lbs.

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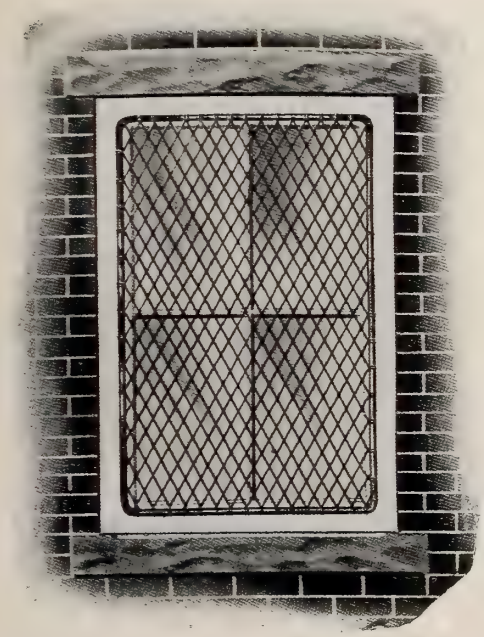
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WIRE WORKS: ST. HENRY, MONTREAL

to the square inch and the dryer 800 lbs. The drying takes about 2½ hours. Machinery is run by four electric motors and steam is used only in the cooking and drying.

The company are capitalized at $50,000 and all stock has been sold locally. Robert Pidgeon, of the Pidgeon Fertilizing Company, Limited, of Windsor, Nova Scotia, is actively associated with the Pacific Guano Company, being a director and manager. William Cross, of the Imperial Trunk and Leather Goods Company, Vancouver, is president, and James Alexander and C. C. Kernahan are directors. The former was a member of the Alexander & Perkins Fertilizer Company of Glasgow, and the latter is with the Soldiers' Civil Re-Establishment. C. H. Devine, organizer of the company, acts as general superintendent and secretary-treasurer. Seven men are employed.

The company intend to add commercial manures and hen and cattle foods to their present list of products. They report that the demands for these greatly exceeds the quantity they are at present able to turn out.

Small Fire at Brandon

Plant of Western Canada Flour Mills Company, Limited, Will Soon be Repaired

An explosion and fire occurred on October 22nd at the Brandon plant of the Western Canada Flour Mills Company, Limited. The company report that newspaper accounts of this were greatly exaggerated, since the loss amounted to only $9,000. The damage is being repaired and the mill should be running again, fully equipped about the first week of November.

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J. S. Willison

NOTE CAREFULLY the opinion expressed by Sir John Willison in his letter reproduced here. Does it not convince you of the value of Pathescope Industrial Motion Pictures?

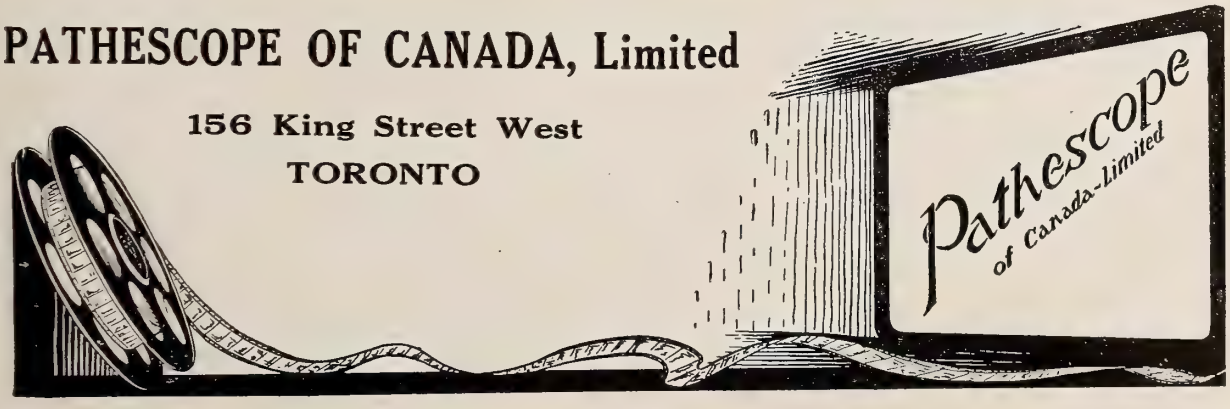
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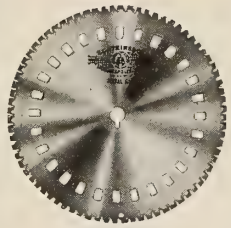
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Expansion of Indo-Canadian Trade*

By P. F. SCHARSMIDT

THE fact that in 1917-1918 the total Canadian exports to India were only £50,377, whereas those of the United States were £7,875,854 for the same period is a sufficient commentary on the possibilities of Canadian trade expansion with that country.

At the outset I must emphasize the primary importance of Canadian manufacturers realizing the extraordinary industrial development now proceeding in India.

During the war India was compelled to make provision for local production of many articles previously imported, and in addition to her own requirements was called upon to furnish vast quantities of war material for other fields of operation, and her then existing factories and industrial plants were developed to an enormous extent. The Government fostered technical education both for their home factories and to supply efficient mechanics and artisans in other zones. Immediately following the war, the Government of India appointed an industrial commission who are still sitting, their object being to encourage to every possible extent the expansion of home industrial development. To this end they are rendering large financial assistance to certain industries, and initiating the actual development of new industries. With the speeding up of production and the agitation of labor leaders for a betterment in labor conditions came a material increase in the wage scale, the earning capacity of the laborer and mechanic in many cases being doubled. This condition has brought about a very marked improvement in the social and economic status of the people, and among them one sees on all sides an awakened ambition for improvement in dress and food and general culture.

With a population of 400,000,000 (including Ceylon) with an energetic and determined Government policy to increase industrialism, and with the speeding power of its people rapidly increasing by wage increments, accompanied by a growing desire for an improved standard of living, one can grasp the vastness of the Indian market and appreciate the immensity of its commercial potentialities and opportunities for trade.

Lack of Knowledge of Canada

In visiting the various centres I was impressed by the lack of knowledge on the part of importers regarding Canada's ability to supply any of their requirements, this being due entirely to the absence of any commercial advertising or trade propaganda by Canadian firms and to the entire absence of any direct steamship connection with Canada at that time.

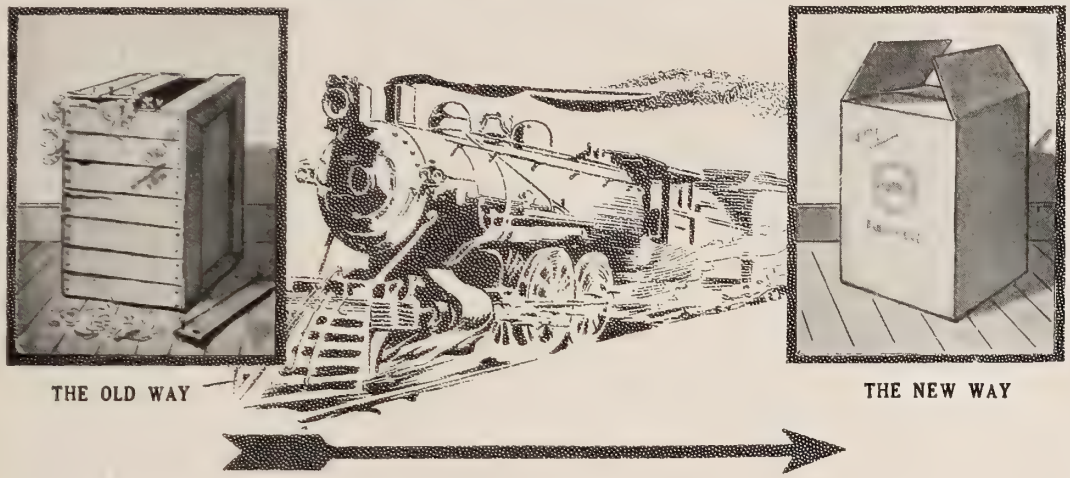
In discussing trade matters with the various commercial bodies and firms, I was assured of an earnest and sincere desire on the part of importers to confine their orders to the Empire. The United States and Japan are constantly carrying on a very active trade campaign in India, and the result of the activity of the former is an increase in the three years 1914 to 1917 of £4,755,903, or approximately 150 per cent.

The methods adopted by some of the United States firms are as follows:—

1. Manufacturers send capable representatives throughout the country, who carry with them catalogues of an up-to-date

*Reproduced from the weekly bulletin of the Department of Trade and Commerce, Ottawa.

H. & D. Corrugated and Solid Fibre Board



CONTAINERS will save on your transportation charges, save your floor space, cut down packing expenses, and give you positive protection against loss from damage and pilfering. Write for prices and samples.

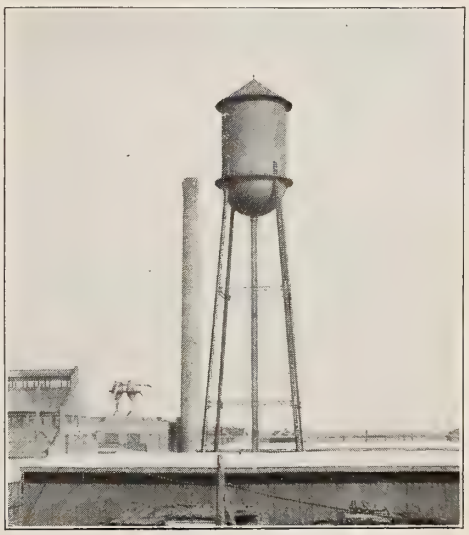
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educational character and as far as possible a line of samples. As a result of their investigation various firms are approached with a view to establishing an agency; this being effected an exclusive agency agreement covering a specified period is entered into whereby the United States principals supply the agent with a full line of samples and in many cases small consignments are also supplied, the agency in most cases paying advertising costs.

2. As a result of preliminary investigation, branch houses of the American firms are established, carrying full lines of their products in demand. This plan is largely adopted in connection with machinery of all kinds, including tools and small hardwares, iron and steel products, provisions and oilmen's stores, druggists' sundries and specialties, office fixtures and specialties.

3. The introduction of United States goods by firms availing themselves of the selling organization of various export and distributing agencies with established connections in the Orient.

In the large trade centres such as Calcutta, Bombay, Madras, Rangoon, and Ceylon are various old established firms of highest reputation and strong financial ability, who carry on indent businesses. They employ native brokers who accept orders from the bazaars (that is the native retailer) on a percentage basis, but in turn assume the financial responsibility and guarantee account by established credits against shipments. These houses are especially serviceable in connection with smaller specialties.

Packing of Commercial Samples

I cannot impress too strongly the necessity of giving the greatest care to the preparation, packing and shipment of commercial samples. If of an edible nature they should be packed in an outer container of metal hermetically sealed; and confectionery, breakfast foods, cocoas, and dried fruit or vegetables must be invariably packed in air-tight containers, either metal or glass.

The manner of quotations should in all cases be c.i.f. Indian port, and although I am aware that the question of funds is a contentious one, I strongly recommend sterling quotations as far as possible until such time as sufficient information is obtainable in India regarding the relative value of Canadian and New York funds; at the time of my visit but slight and indefinite information on this point could be had and to my knowledge this was detrimental to Canadian trade when quoting against United States prices.

Catalogues Wanted

British Legation at Montevideo Will Place Canadian Catalogues in Information Department

The British Legation and Consulate-General at Montevideo, Uruguay, have opened a special section for trade information. It is proposed to collect all the latest commercial data to have it accessible to the merchants of Uruguay who will be notified through the press of the arrival of the latest catalogues and other commercial publications. The British Minister has very kindly offered to place in this special section the catalogues of Canadian manufacturers. The Canadian catalogues will be classified, and their arrival will be announced to the public of Montevideo free of charge. It is hoped that Canadian manufacturers will avail themselves of this kind offer.

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(Denatured Alcohol)

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DURING the last session of parliament, the Inland Revenue Act was amended so that the sale of Methylated Spirits (denatured alcohol) is no longer controlled and carried on by the Department of Inland Revenue.

Our Distillery at Corbyville, Ontario,—the largest Industrial Alcohol plant in the British Empire—is fully equipped and thoroughly organized to serve manufacturers who use Methylated Spirits or Denatured Alcohol.

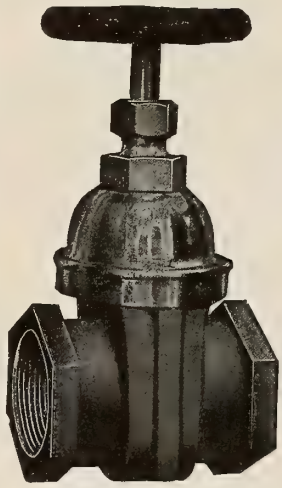
We will be pleased to place at your disposal the advice of our chemists in regard to the use of specially denatured alcohol. One of these formulas may prove more suitable in your business than that which you are now using.

We also manufacture Ethyl Alcohol, Cologne Spirits, Fusel Oil and Non-Potable Alcohol.

All orders received by us will be given the prompt and careful attention that only an organization such as ours can give.

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You will find it always made from HighGradeSteam Metal and beautifully finished.

They are not made of one quality this year and another next. Always reliable and worth the price you pay.

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History of Canadian Nickel Industry*

By G. E. SILVESTER

THE history of the nickel industry in Canada dates from the incorporation, in January, 1886, of The Canadian Copper Company, now The International Nickel Company of Canada, Limited, by S. J. Ritchie, of Akron, Ohio, and some business associates from Cleveland, Ohio.

The original holdings were acquired by Mr. Ritchie in 1885 from prospectors who had been prompted in their search by the exposure of ore in a rock cut at Murray Mine, near Sudbury, during the construction of the Canadian Pacific Railway then recently completed through that district.

The early discoveries were taken up for copper only, the presence of nickel not being suspected; hence the inappropriate name—"The Canadian Copper Company."

In 1888, after a good deal of preliminary investigation, a smelting plant, with one small blast furnace, was designed and built at Copper Cliff, by Dr. E. D. Peters, who had been engaged as manager.

Dr. Peters had stated that a furnace to smelt 100 tons per day would be "enormous and unprecedented," and when asked later if he thought the smelter could be enlarged to treat 300 to 500 tons per day, said it might be done, but such large figures were very bewildering, as no plant in America was treating so much.

It required comparatively little nickel at that time to swamp the entire world's markets, consumption being only about 1,000 tons annually, and it was only with the development of nickel-steel and its adoption for armor-plate by the United States Navy that The Canadian Copper Company began to get on its feet.

In the meantime, from 1890 to 1894, several other nickel companies entered the Sudbury field, operated smelters for varying periods and disappeared, among whom may be mentioned the H. H. Vivian Company (Murray Mine), the Dominion Mineral Company (Blezard Mine) and the Drury Nickel Company (Chicago Mine).

Later in 1900-01 the Great Lakes Copper Company tried out the Anton Gras process at Mount Nickel. In 1900-01 the Nickel-Copper Company of Ontario, also, with plants at Worthington and Hamilton, attempted to use, first the Hoepfner process and then the Frasch process.

In 1902-03 the Lake Superior Corporation operated a smelter at Gertrude Mine. A number of other companies entered the field, but never reached the stage of active production.

The Canadian Copper Company's operations, however, continued to grow in spite of difficulties and disappointments, financial, metallurgical, mechanical and economic. The original (East) Smelter was enlarged from time to time until there were six furnaces, and further expansion on the original site was practically impossible. Then, in 1899, the West Smelter was built. This was an up-to-date plant, with eight furnaces, but still using the same type of small Hereshoff water-jackets, hand-fed and with hand-pushed matte buggies. Most of the slag had been granulated since 1891.

The first 600 tons of furnace matte made at Copper Cliff was shipped to H. H. Vivian & Company, Swansea, and averaged 39.5 per cent. copper-nickel. Other shipments followed to Vivian & Company, Le Doux & Company, New York; Jos. Wharton, Philadelphia; Tennant & Company, Liverpool; The

*Reproduced from "The Inco," the bi-monthly publication of the International Nickel Company.



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Orford Copper Company, Bayonne, N.J., etc., until finally a contract was made with the Orford Company to take all the output.

Heap roasting of the ore was practised from the beginning, the early contracts specifying a maximum of 9 per cent. sulphur. In 1889 experiments were made in the smelting of green, or unroasted, ore, which proved satisfactory.

In the fall of 1891 a Bessemer Converter plant was built, using the old Parrot type of converter. This was operated intermittently during 1892.

Ontario Smelting Works.

In 1900 the Orford Copper Company built the Ontario Smelting Works at Copper Cliff, to further concentrate the blast furnace matte before shipment to the refinery. The furnace matte was crushed, ground in ball-mills, oxidized in Brown straight-line reverbatory calcining furnaces, briquetted and smelted in brick cupola furnaces, giving about a 75 per cent. matte.

When the first smelter was built in 1888, three mines were in operation; namely, Copper Cliff, Evans and Stobie. These continued to supply the major part of the ore requirements, until about 1899. No. 2 Mine was opened up in 1898 and Frood, or No. 3 Mine, in 1900, several other deposits, such as McArthur, No. 1, No. 4, No. 5 and No. 6, having been opened up and abandoned in the meantime.

In 1901 the construction of the Manitoulin and North Shore Railway (now the Algoma Eastern Railway) from Sudbury to Gertrude Mine provided an opportunity to develop Creighton Mine, which soon proved to be a very extensive orebody.

This brings us to the formation, in 1902, of The International Nickel Company, which combined with certain other interests, the Canadian Copper Company, operating mines and smelter; and the Orford Copper Company, operating the refinery. The former company, however, retained its name and identity until its amalgamation with The International Nickel Company of Canada, Limited, in 1918.

The inception of the new organization, in 1902, marked the beginning of a period of rapid development made possible by an ample supply of capital. The first step was the construction of a modern smelting plant on a new site, employing large units, with everything possible operated mechanically. The Ontario Smelting Works was superseded by a Bessemer Converter plant adjoining the blast furnaces, using the latest type of acid copper converters. The most advanced mechanical practice was followed throughout; for example, the use of alternating current for the operation of cranes and converters.

This plant was blown in on July 20th, 1904. The first installation consisted of two blast furnaces, 50 by 204 inches, and three acid converter stands. Steam power was used at the smelter until the construction of the High Falls Hydro-Electric Plant, which was put into service in February, 1906, a thirty-mile transmission line having been completed to Copper Cliff, with branches to Creighton Mine and the newly opened Crean Hill Mine. Since that time everything at mines and smelter has been operated electrically, except railway transportation.

Expansion Since 1904.

The present smelter, since it began operations in 1904, has experienced a practically continuous programme of expansion and evolution to provide for increased production requirements and changes and improvements in smelting practice.

The two blast furnaces have increased to eight, five of

Canadian Manufacturers

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$381,400,327

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2. **Service** of our highly organized **Sales Department.**
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You get more holes with less regrinding by using

MORROW DRILLS

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INGERSOLL - CANADA

MONTREAL
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WINNIPEG
Confederation Life Building

VANCOUVER
1290 Homer Street

7 Hop Exchange, Southwark Street, London, England

these being of the original length, one a quarter longer, and two a half longer.

The three acid converter stands became ten and then were shortly afterwards replaced by large basic converters of modified Peirce-Smith type, 37 by 10 feet. The first of these was blown in in March, 1911. There are now six in service.

To take care of the flue dust and excess ore fines a Reverbatory Plant was built in 1911, with two furnaces, 19 by 112 feet, using pulverized coal for fuel. This was the first reverbatory installation of this kind, and has since been widely copied in copper practice.

The reverbatory plant includes four Wedge mechanical roasting furnaces, with ball-mills for fine grinding.

The Roast Yards, which at one time formed three angles of a triangle surrounding Copper Cliff, much to the discomfort of the inhabitants, but which later were confined to one location about a mile from the town, were finally moved, in 1916, to a new site about nine miles west of Copper Cliff. Unloading and bedding of raw, or green ore, and reloading of roast ore, both of which operations were formerly done by hand, are now carried out mechanically, the latter by steam shovel (for some years past), and the former by the electrically operated travelling ore-bridge installed in 1919, which did away with the last of the company's large manual operations.

Experimentation and research work are being continually carried on, and have resulted in many improvements in practice, as well as numerous failures. Among the latter may be mentioned repeated attempts at different times and by different metallurgists to accomplish pyritic smelting, which, if successful, would do away with heap roasting.

With the exception of the sporadic operations referred to above, the Canadian Copper Company was the sole smelter of nickel ores in the Sudbury district till the advent of the Mond Nickel Company, who began to produce, in 1901, at Victoria Mines. Their new smelter at Coniston was completed in 1913.

The only other company to enter the field since 1901 is the British-American Nickel Company, whose smelter at Nickelton and refinery at Deschenes, Quebec, began operations early this year.

Some idea of the growth and importance of the nickel industry in Ontario may be gathered from the following figures taken from Ontario Bureau of Mines reports:

SUDBURY DISTRICT.

Ore Smelted—	1890.....	59,529	Tons
" "	1900.....	211,960	"
" "	1910.....	628,947	"
" "	1918.....	1,559,892	"

Oatmeal Mill Burned

Tillsonburg Plant of the Canadian Cereal and Flour Mills, Limited, Destroyed by Fire

On October 14th the Tillsonburg plant of the Canadian Cereal & Flour Mills, Limited, was destroyed by fire. This plant was used by the company for the manufacture of rolled oats and oatmeal, and the company have since been securing these products in sufficient quantities to meet their present contracts and provide for possible requirements of their customers.

The company report that grain and stock carried 100 per cent. insurance, and building and plant 90 per cent. co-insurance. The exact loss cannot be determined until a meeting with the insurance adjusters has taken place. At present plans for rebuilding the plant are not formulated, as they are largely dependent on the company's success in securing a plant or plants for immediate operation.



ONTARIO WIND ENGINE & PUMP CO. LIMITED

TORONTO

SPRINKLER TANKS

The illustration represents a 100,000 gallon "Toronto" Sprinkler tank on a 107′ Tower, manufactured and erected by us for the Dominion Textile Co., Ltd., at the Mount Royal Mill of Canadian Cottons, Ltd., Montreal.

We are specialists in Wood Tanks—from the mighty Sprinkler tank to the small one of a few hundred gallons capacity—made in all sizes and shapes of white pine—B. C. fir—redwood or cypress.

Special shaped tanks, made for Chemical and Mining Industries—Dyers—Pickling—Canning and Tanneries. Also for Domestic Water Systems.

Consult our Engineering Department free of charge

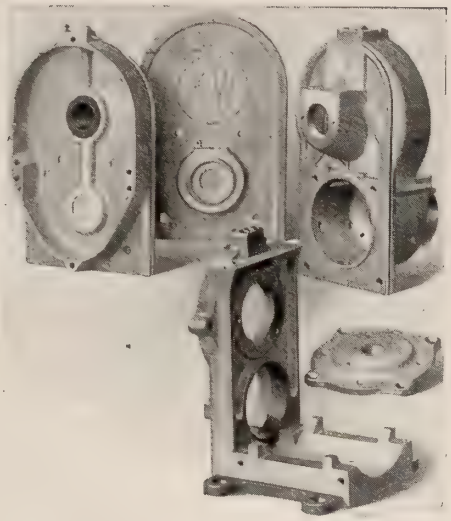
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Industrial Chemists, Engineers and Inspectors
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in

Universal Edge up to 40" wide

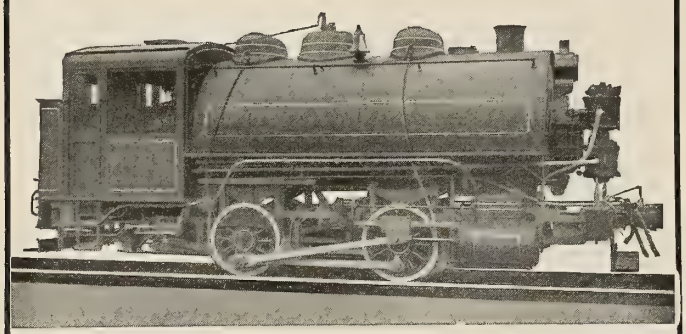
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MONTREAL LOCOMOTIVE WORKS, LIMITED
DOMINION EXPRESS BUILDING **MONTREAL, CANADA**

Legislation Committee

New Members Added to the Committee at Inaugural Meeting Last Month

At the first meeting for the year of the Legislative Committee, held at the head office on October 22nd, the following names were added to the Committee:—

J. O. Thorn	Metallic Roofing Co. Ltd.,	Winnipeg, Man.
F. J. Travers	Travers Aprons, Limited	Ottawa, Ont.
H. G. Wright	E. T. Wright Co., Limited	Hamilton, Ont.
H. H. Morris	1900 Washer Co., Limited	Toronto, Ont.
A. M. Spear	Asbestos Man. Co., Limited	Lachine, P. Q.
W. S. Morden, K.C.	Dominion Match Co., Limited	Toronto, Ont.
R. J. Simpson	Arnprior Cabinet Co., Limited	Arnprior, Ont.
W. Gordon	Steel Trough Machine Co., Ltd.	Tweed, Ont.
W. B. Tindall	Consumers Box & Lumber Co., Ltd.	Toronto, Ont.
A. J. Mitchell	Canadian National Carbon Co., Ltd.	Toronto, Ont.
Geo. Slater	Geo. A. Slater, Limited	Montreal, P. Q.
Atwell Fleming	Atwell Fleming Printing Co., Ltd.	Toronto, Ont.
C. B. Lowndes	Lowndes Co., Limited	Toronto, Ont.
A. W. White	George White & Sons Co., Ltd.	London, Ont.
Wm. Georgeson	Tuxedo Coffee & Spice Mills, Ltd.	Calgary, Alta.
Thomas Reynolds	Quaker Oats Co., Limited	Saskatoon, Sask.
G. D. McKinnon	MacKinnon Steel Co., Limited	Sherbrooke, P. Q.
Alfred Jephcott	Dominion Paper Box Co., Ltd.	Toronto, Ont.
Hon. E. J. Davis	Davis Leather Co., Limited	Newmarket, Ont.
Joseph Ruddy	Canada Starch Co., Limited	Brantford, Ont.
Geo. E. Rason	Fredk. Stearns & Co., Ltd	Windsor, Ont.
W. B. Coghlin	B. J. Coghlin Co., Ltd	Montreal, P. Q.
J. A. Reid	Hartt Boot & Shoe Co., Ltd	Fredericton, N.B.
R. H. MacKay	MacKay & Fraser, Limited	New Glasgow, N.S.
W. H. Leckie	John Leckie Co., Limited	Vancouver, B.C.
F. Magee	F. Magee, Limited	Port Elgin, N.S.
Thos. Roden	Roden Bros., Limited	Toronto, Ont.

That American capital is coming into Canada at the rate of two hundred million a year is the estimate made in official circles at Ottawa. This money is going, not into industry alone, but into Canadian securities, federal, provincial, municipal, and railway as well. According to an authoritative statement made in Ottawa recently, out of the two hundred and seventy-five millions invested in the Canadian pulp and paper industry, now in process of great expansion, about eighty per cent. is American. A recent financial statement issued in New York placed at five hundred and twenty-four millions the amount of Canadian loans in the United States, exclusive of the amount in Canadian war bonds. The rate of exchange at the present time is all in favor of United States capital being invested in Canada whilst it is working against the influx of British capital.

The annual logging payroll of British Columbia is $12,500,000; that of sawmills $9,750,000, of logging railroads $1,750,000, and of paper mills over $3,000,000. Other woodworking industries bring the grand total to $121,000,000, which payroll is distributed among 100,000 employees, making an average payment of $100 per month for all workers in mills and logging plants. The forestry payroll is about 25 per cent. of the total payroll of the industries in the province.

The Coalmont Collieries, Ltd., have recently opened a mine near Coalmont, B.C., and on the completion of an aerial railway of two and a half miles, will commence shipping to Vancouver for the domestic market. They are now producing 150 to 200 tons per day, but before the winter will have a production of 1,000 tons.

A second cable from the mainland to Vancouver Island is to be laid immediately by the British Columbia Telephone Company, according to announcement. The cost will be $350,000.

W. D. Rock has left England for British Columbia, having organized interests in the British Isles to undertake the establishment of an iron and steel industry at Vancouver.

Shurly & Derrett
Limited

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TRADE MARK.

Manufacturers of

TWINES
of all kinds

ROUND STEEL WELDED TANKS
Top End Open



Made any gauge iron up to ¼-inch plate, welded throughout, making them like a one-piece tank, therefore cannot leak. Formerly these tanks were riveted and, as they were made of black iron, they could not be soldered and were therefore very liable to leak, in fact the lighter tanks could not be made leak-proof, but the new welding process has changed all this and we can now give you a tank that we can guarantee absolutely. We specialize on heavy tanks for manufacturers, finished round top with heavy angle steel if so desired.

SQUARE WELDED STEEL TANKS

Made any size or shape to suit. Being welded throughout they are just like one piece of tank, and there is no chance of leakage as with the riveted tank. We can supply these up to ¼-inch plate. We finish them around top if desired with heavy angle steel and the larger ones with extra cross and upright braces. Can supply any necessary Pipe Fittings.

Also Air Pressure and Gasoline Tanks



The Steel Trough & Machine Co., Ltd.
TWEED, ONTARIO, CANADA

COPPER & BRASS

SHEETS, TUBES, RODS
COPPER ELECTRICAL BUS BAR

We Carry a large stock of assorted sizes and cut up to sizes required

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FILES

Made in Canada by

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Port Hope - Ontario

An Analysis of the Income Tax

(*Continued from page* 73.)

would have to be assessed against farm lands and the effect of such assessment ought to be considered with the utmost care.

"(*b*) By a graduated personal income tax."

A levy of this kind already is being collected by the Dominion Government under the Income War Tax Act, 1917, with rates which are higher than those in the United States and are satisfactory to the Council. The limitations upon revenue from this source, under the conditions obtaining in Canada, have been shown.

"(*c*) By a graduated inheritance tax on large estates."

All the Canadian Provinces already are collecting heavy succession duties or inheritance taxes, and encroachments by the Federal authorities upon this revenue source as well as upon the income tax field, would be opposed and resented by the provincial administrations. Moreover, the consequences of taxing inheritances at higher rates than those in force in other countries and, particularly, in the United States must be considered, especially at a time when Canada needs new capital to assist in its development. Again, experience in Great Britain and elsewhere has been that to an increasing extent insurance is taken out to protect against succession duties and that the inheritance tax tends to become in effect, an additional income tax.

"(*d*) By a graduated income tax on the profits of corporations."

Such a tax is being collected under the Income War Tax Act and the Business Profits War Tax Act with rates higher than those in the United States.

It will be seen that the only new taxes proposed by the Council are the inheritance tax, which already is levied by the provinces, and a Federal land tax, the larger part of which would have to be borne by the agriculturists.

Imperial Oil, Limited, have purchased the plant of the Well Tool & Iron Works, Limited, at Calgary, Alta. It will be used by them for manufacturing and repairing tools and machinery used in their operations in the Canadian West.

A change has been announced in the firm of E. T. Wright & Company, Inc., manufacturers of the "Just Wright" brand of boots and shoes at St. Thomas, Ontario. Henceforth the firm will be known as the Talbot Shoe Company. Officials of the company are E. E. Donovan, president; E. W. Wright, vice-president; and J. A. Sullivan, secretary-treasurer.

Ralph Gilchrist, of Detroit and Alpena, was elected president of the Dominion Sugar Company, Limited, by the directors of the company at a meeting held in Chatham, Ontario, on October 22nd, to succeed the late Henry B. Smith, of Bay City. Mr. Gilchrist is interested in many industrial concerns in Canada and the United States.



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Made by The J. C. McLaren Belting Co., Limited.

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LACE LEATHER
CARD CLOTHING
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MILL SUPPLIES

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"Extra"
"Standard"
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The Pulse of Business in Canada

Banking Statistics

Large Increases Taking Place in Current and Call Loans in Canada and Elsewhere

The position of the chartered banks at the first of September showed heavy increases in current loans, loans to municipalities and call loans, with substantial increases in deposits. The figures were as follows:—

	Aug. 31, 1919	July 31, 1920	Aug. 31, 1920.
Deposits on demand ..	$584,300,855	$639,415,025	$640,361,707
Deposits after notice..	1,196,632,931	1,253,170,443	1,261,647,732
Current loans in Canada	1,011,785,424	1,377,276,853	1,385,470,163
Current loans elsewhere	146,964,315	190,914,052	200,945,241
Loans to municipalities	57,536,867	78,792,822	79,912,041
Call loans in Canada..	95,899,836	115,360,894	113,598,923
Call loans elsewhere....	174,176,578	203,045,209	193,888,245
Circulation	223,454,556	240,833,686	237,697,647

Bank Clearings

Returns for September Indicate Dominion-wide Expansion in this Department

An increase of $184,000,764 in bank clearings was recorded for the month of September, this increase being spread pretty generally all over the Dominion. Both Montreal and Toronto reported large gains, while Ottawa was the only city to show any serious decrease. Following are the figures as compiled by the *Monetary Times*:—

	Sept., 1920.	Sept., 1919.		Changes.
Montreal	$556,543,834	$498,925,811	+	$57,618,023
Toronto	414,156,433	358,890,250	+	55,266,183
Winnipeg	245,983,823	218,769,121	+	27,214,702
Vancouver	77,437,078	59,519,366	+	17,917,712
Ottawa	35,473,726	42,194,407	—	6,720,681
Calgary	36,447,175	30,522,676	+	5,924,499
Hamilton	31,836,176	26,588,243	+	5,247,933
Quebec	30,648,095	25,182,030	+	5,466,065
Edmonton	22,715,293	21,543,119	+	1,172,174
Halifax	22,421,025	19,811,960	+	2,609,065
London	14,676,204	13,488,312	+	1,187,892
Regina	18,316,105	19,891,838	—	1,575,733
St. John	13,253,567	13,189,520	+	64,047
Victoria	11,727,457	10,544,780	+	1,182,677
Saskatoon	9,632,660	9,092,260	+	540,400
Moose Jaw	7,723,012	8,070,554	—	347,542
Brantford	6,574,696	4,955,276	+	1,619,420
Brandon	3,182,754	3,337,860	—	155,106
Fort William	3,805,695	3,880,159	—	74,464
Lethbridge	3,927,345	3,451,406	+	475,939
Medicine Hat	2,465,692	1,957,501	+	508,191
New Westminster	3,077,724	2,501,600	+	576,124
Peterboro	4,235,936	3,509,196	+	726,740
Sherbrooke	5,524,034	4,112,790	+	1,411,244
Kitchener	4,720,901	3,974,507	+	746,394
Windsor	15,371,371	9,736,140	+	5,635,231
Prince Albert	1,666,781	1,903,146	—	236,365
Totals	$1,603,544,592	$1,419,543,828	+	$184,000,764
Moncton	3,513,528	.....		.....

Trade Returns

Latest Figures Show Increase in Imports and Decrease in Exports of Domestic Products

An increase in imports and a decrease in exports featured the Department of Customs' summary of Canadian trade for the month of September. Under the heading of imports, the increase applied to all classifications with the exception of animals and animal products. Under exports, the decrease was principally confined to miscellaneous products. With the exception of fibres, textiles and textile products and

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WORKS: Sulphide, Ont.; Capelton, Que.; Barnet, B.C.

ACIDS—Sulphuric, Oleum, Battery, Muriatic, Nitric, Hydrofluoric.
ALUMS—Ammonia (Lump and Ground) Aluminum Sulphate, Filter and Ground.
SODAS—Sulphide, Hypo-Sulphite, Bi-Sulphite, Phosphate, Tri-Sodium Phosphate.
Glauber's Salt, Salt Cake, Blue Vitriol, Tin Crystals, Lead Acetate.
Baker & Adamson's Chemically Pure Acids and Chemicals.
The Canadian Salt Company's "Windsor Brand" Caustic Soda and Bleaching Powder.

Special Belts for Woodworking Metal and Textile Machinery

Motor Fan Belts



Lace Leather Mechanical Leathers of every Description

Solid Woven Cotton Belting

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RAILWAY AND HIGHWAY BRIDGES

Locomotive Turn Tables. Roofs, Steel Buildings and Structural Iron Work of all Descriptions

chemical and chemical products, exports of manufactured goods are holding their own satisfactorily. Following are the statistics of trade for September:—

Imports Entered for Home Consumption

	1919. Free.	1919. Dutiable.	1920. Free.	1920. Dutiable.
Agricultural and vegetable products, mainly foods	$2,867,853	$10,260,753	$3,268,819	$10,059,877
Agricultural and vegetable products, other than foods	2,700,511	1,807,684	4,009,546	2,723,442
Animals and animal products	3,866,724	3,196,918	2,160,950	2,798,711
Fibres, textiles and textile products	4,798,224	11,696,837	5,652,684	16,352,961
Chemicals and chemical products	921,864	1,533,316	1,963,514	1,982,246
Iron and steel and manufactures thereof	2,814,371	12,940,707	4,821,422	19,966,251
Ores, metals and metal manufactures, other than iron and steel	1,646,677	2,571,594	1,748,847	3,632,325
Non-metallic minerals, and products	6,800,032	5,464,742	7,486,090	13,629,063
Wood, wood products, paper and manufactures	1,714,494	2,214,896	2,517,731	3,203,631
Miscellaneous	2,452,913	3,234,902	3,609,955	3,533,523
Total	$30,583,663	$54,922,349	$37,239,558	$77,882,030
Duty collected		$14,907,582		$15,507,865

Exports.

	1919. Domestic.	1919. Foreign.	1920. Domestic.	1920. Foreign.
Agricultural and vegetable products, mainly foods	$19,240,942	$542,093	$20,606,790	$358,434
Agricultural and vegetable products, other than foods	3,617,166	44,532	2,248,537	31,458
Animals and animal products	27,575,921	174,178	20,387,261	189,781
Fibres, textiles and textile products	2,331,756	206,084	863,072	226,319
Chemicals and chemical products	2,706,298	72,374	1,956,207	224,304
Iron and steel and manufactures thereof	6,468,805	1,183,596	6,811,264	451,314
Ores, metals and metal manufactures, other than iron and steel	4,111,239	222,661	4,493,340	96,850
Non-metallic minerals, and products	2,650,528	23,318	3,776,935	88,270
Wood, wood products, paper and manufactures	22,033,621	20,429	30,694,355	45,542
Miscellaneous	14,258,130	635,444	2,551,924	301,787
Total	$104,994,406	$3,124,709	$94,389,685	$2,014,059

Railroad Earnings

Increase for the Month of September in Gross Earnings Was a Large One

Canadian railroads showed substantial increases in gross earnings for the month of September, indicating a continuance of favorable traffic. The earnings of the principal companies were as follows:—

	1920.	1919.	Increase.
Canadian Pacific	$19,703,000	$17,218,000	$2,485,000
Canadian National	9,955,671	8,804,129	1,121,442
Grand Trunk	11,022,016	9,270,531	1,751,485
Total	$40,680,687	$35,292,660	$5,357,927

The number of failures in Canada during the four weeks ended October 1, 1920, as computed by R. G. Dun & Co., was 68, as compared with 54 for the corresponding period of 1919.

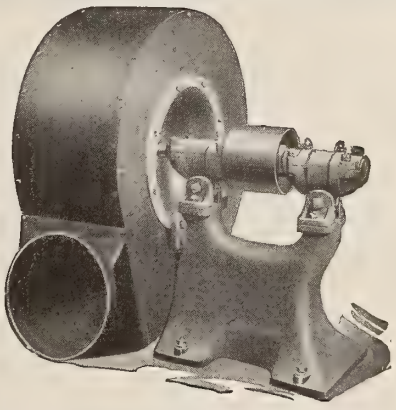


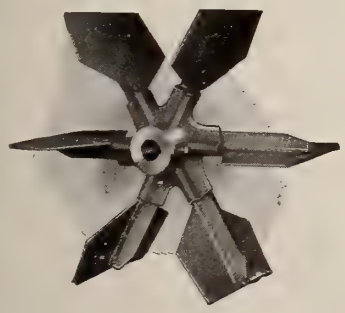
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A wheel for every purpose and satisfaction guaranteed

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Make your containers advertise you

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Fire Losses

September Losses Run Up Third Largest Monthly Total for Year to Date

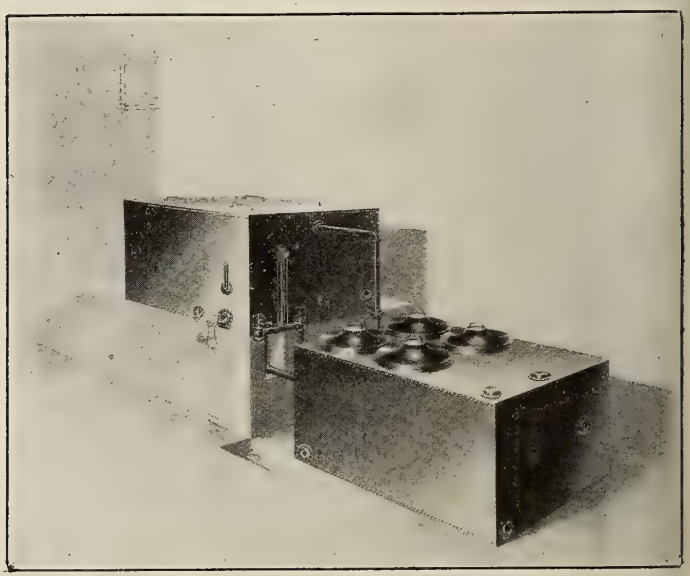
Fire losses, as estimated by the *Monetary Times*, reached a total of $2,480,485 during September. This was the third largest total for any month during the year to date. The record by months for the past four years was as follows:—

Month.	1917.	1918.	1919.	1920.
January	$1,918,660	$2,688,556	$3,915,290	$2,637,850
February	2,009,953	2,243,762	1,091,834	1,895,575
March	2,050,650	1,682,286	2,154,095	1,793,200
April	1,317,714	3,240,187	1,080,070	3,229,500
May	1,163,110	3,570,014	1,785,130	2,001,819
June	1,184,627	3,080,982	3,337,530	1,424,319
July	1,101,734	3,369,684	1,118,377	1,426,850
August	1,230,183	3,110,445	1,374,495	1,857,800
September	1,301,700	917,286	1,940,272	2,480,485
October	704,605	5,119,145	1,023,288	.....
November	959,049	1,059,580	2,339,870	.....
December	5,144,100	1,733,917	2,047,496	.....
Totals	$20,086,085	$31,815,844	$23,207,647	$18,747,398

New Filtering System

Designed to treat cutting oils, permitting of their use again and again on tools

A new filtering and sterilizing system for the treatment of cutting oils and similar lubricants has been designed by S. F. Bowser Company, Limited, Toronto, and will shortly be placed on the market. The system is so designed that it can be adapted to prevailing conditions. From the machines and chip separators the oil, either by gravity or special provision, can be delivered to the filter and sterilizer and this automatically removes foreign matter and sterilizes the fluid. After going through a series of compartments, screens, filtering devices, etc., the liquid is delivered to the filter tank, which acts as a temporary storage. From this tank, the oil can be returned to the different machines the same as new oil and used again.



Filtering System for Cutting Oils

The advantage of the system lies in the increased life of the cutting tools, the decrease in power consumption, the higher operating speed, the increased accuracy and the conservation of the oil, a better grade of oil being possible. While the filtering process is under way, the oil is also sterilized, thus eliminating obnoxious odors and preventing infection, thereby preserving the health of employees.



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MANGANESE AND VANADIUM

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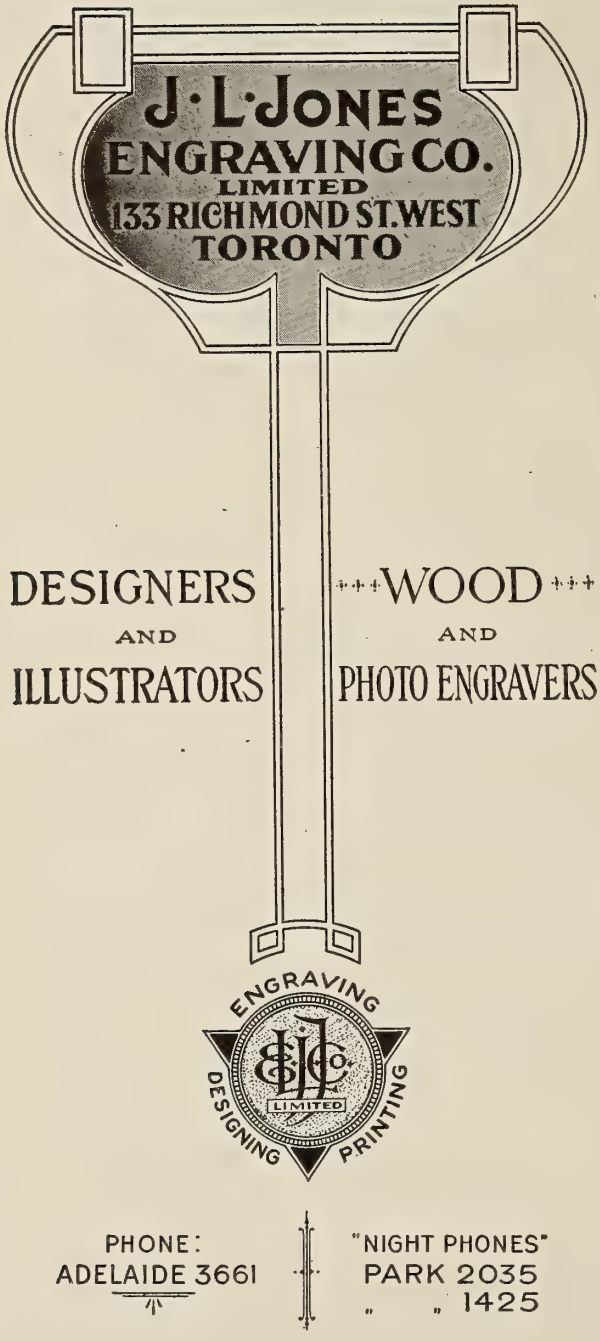


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Book Reviews

Valuable Year Book

The Canadian Annual Review of Public Affairs. By J. Castell Hopkins, F.S.S., F.R.G.S., 1919. Toronto: The Canadian Annual Review, Limited, 1920.

It is now nineteen years since Mr. Hopkins began the publication of this valuable work, which with the passing years has grown both in bulk and importance. As he remarks in the preface to the current volume, what would be the feelings of the archivists, students and journalists of today, if they suddenly came across nineteen volumes of a similar work covering the first nineteen years of the preceding century. That would indeed be a find. But such luck is impossible, for there was no one in those days with the vision and the painstaking industry to set down current happenings in almost every department of national activity for the benefit of succeeding generations.

The Canadian Annual Review, it might be explained to those unfamiliar with its style and purpose, seeks to set forth in readable form the events and developments of the previous year. It covers a wide area. In the 1919 volume will be found whole sections devoted to a record of happenings connected with and following after the Great War and to Canada's relations with the Empire and foreign countries. It is Mr. Hopkins' belief that Canada entered the twentieth century with a pending and inevitable evolution into Empire and world politics, and accordingly he devotes considerable space to these developments.

The growth of the farmers' movement in politics—one of the most significant signs of the times—is carefully outlined, with references to the origin and history of the movement in previous years. Considerable space is given to the progress of manufacturing and to the work of the Canadian Manufacturers Association. Attention is also devoted to developments in the field of organized labor. The reviewing is thoroughly done, with a minuteness of detail and a devotion to accuracy, that is most commendable. Nor is the volume simply a dry record, as most works of reference usually are. It has the quality of readableness and can be recommended as a very entertaining book to peruse.

Standard Specifications

C. E. S. A. Standard Specification for Steel Railway Bridges. Canadian Engineering Standards Association: Ottawa, Sept., 1920.

This work enjoys the distinction of being the initial publication of the Canadian Engineering Standards Association. This organization, which was incorporated last year, and on the main committee of which the Canadian Manufacturers Association is represented by three members, has at its main object the standardizing of specifications in engineering practice, a work in which it is closely associated with the British Engineering Standards Association. The present volume, which is a well-printed book of 79 pages, has been issued, as explained in the preface, with a view to giving to the bridge designer, detailer and manufacturer, guidance along definite



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lines, thus leading to uniformity in the provisions to be made for strength and utility. Begun some years ago by the Canadian Society of Civil Engineers, the work of compilation was continued by the Engineering Institute of Canada and completed by the Canadian Engineering Standards Association. The specifications made, while not in absolute agreement with those of the American Railroad Engineering Association, are yet in substantial agreement therewith. The book is well arranged, very complete in its details and excellently indexed.

Vocational Training

Retraining Canada's Disabled Soldiers. By Walter E. Segsworth, M.E., Formerly Director of Vocational Training, Department of Soldiers' Civil Re-establishment. Ottawa: The King's Printer, 1920.

A good deal has been written about vocational training for returned men, but this is the first time that a complete account has been given of the work as carried out in Canada. Mr. Segsworth, of course, is admirably qualified to deal with the subject by reason of his official connection with the administration of the Department and he enters into details which would not be available to the average writer. Mr. Segsworth was appointed Director of Vocational Training in July, 1917. He held the office for nearly two years, retiring to resume his practice as a mining engineer in March, 1919. It was during his time that the system of training was worked out and placed on an effective basis.

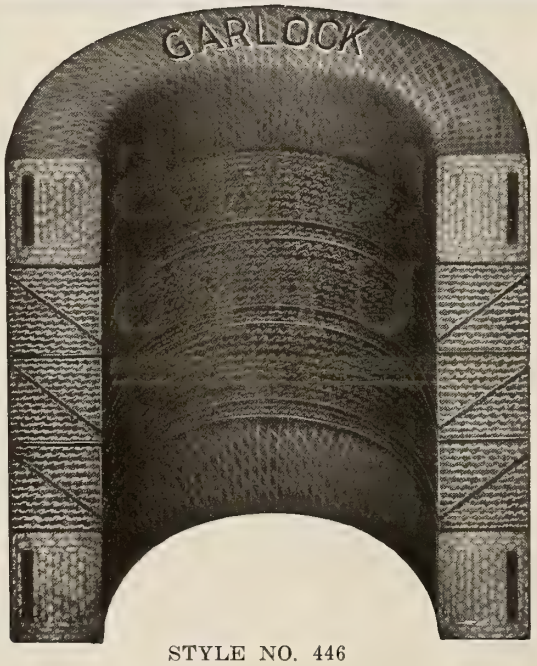
The arrangement of the book follows the logical course, opening with a chapter explaining the principles employed and then giving an account of the history and growth of the work and its present organization. Next, commencing with ward occupation, which marks the beginning of the training, the curative workshops are described; special attention is given to the subject of interviewing the men to determine their natural bent, with an account of the industrial re-training as undertaken in factories. The medical aspects of the case are dealt with and a special chapter is devoted to the care of the blind, while the whole work is summed up in three chapters, giving an array of statistics, costs and results.

The interest of the book is enhanced by the introduction of a number of illustrations, which give a very clear idea of the nature of the training, and there is a brief foreword by Sir James Lougheed, Minister in charge of the Department.

Roof Flashing Handbook

The Barrett Company, Limited, Give Details and Specifications in Newly-Published Catalogue

The Barrett Company, Limited, have just brought out a booklet descriptive of the standard flashings now manufactured by them. The company claim that this new line will satisfactorily fulfil every requirement, whether with brick or concrete construction. Ample provision for contraction and expansion, watertight joints, close adherence to roof or wall, easy and practical installation, adaptability and moderate cost are some of the essential features claimed for them. As all these advantages cannot be guaranteed if the blocks and flashings are improperly installed, architects, contractors and engineers would do well to make a careful study of the specifications contained in the Barrett Company's book. It is very complete in this respect and is well illustrated with blue prints and photographs.



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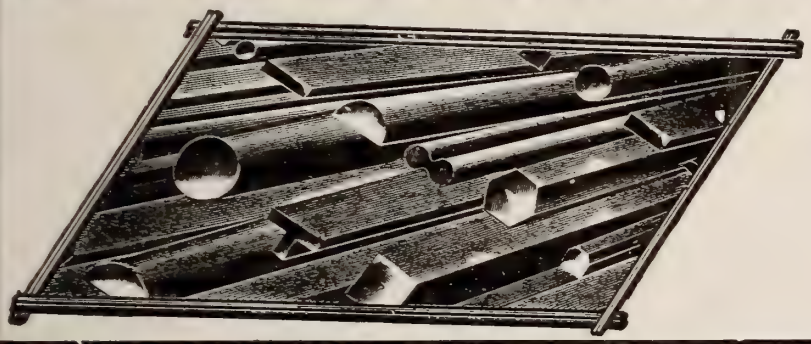


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Ocean Shipping News

New C. G. M. M. Services

Agreements Formed With Two Other Shipping Companies for Services to India and the Orient

Each month finds the Canadian Government Merchant Marine, Limited, developing some new trade route as new ships are placed in commission, so that in a very short time C.G.M.M. ships will be carrying Canadian commerce in every trade route in the world.

In addition to regular services now operated from Montreal to Great Britain (Liverpool, London, Glasgow, Swansea and Cardiff)—Barbadoes, Trinidad and Demarara—Santiago, Cuba, and Kingston, Jamaica—Brazil and River Platte, and from Vancouver, B.C., to Australia and New Zealand, the following new services have been arranged:

In conjunction with the British India Steam Navigation Company a service has been arranged to India via the Mediterranean and Suez Canal route; S.S. *Boyne* leaving Montreal on October 30th for Karachee, Bombay, Colombo, Madras, Rangoon, Calcutta, Singapore, Batavia, and Soerbaya. S.S. *Canadian Pioneer* inaugurated this service, having sailed from Montreal on September 7th last.

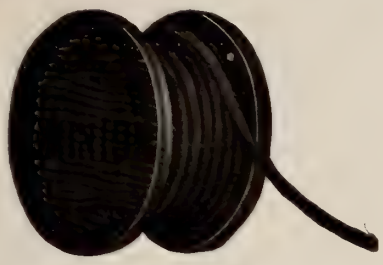
A very important agreement has been reached between the old established Alfred Holt Line and the C.G.M.M. in connection with service from Pacific Coast to the Orient whereby each line will have an equal number of ships in service running alternately. This gives the advantage to the C.G.M.M. of the old established trade relations of the Holt Line in the Orient to develop their trade, while it gives to the Holt Line the advantage of the Canadian National-Grand Trunk Rys. in connection with their service. The C.G.M.M. sailings in connection with this service to China and Japan will probably commence from Vancouver about the end of the year; service to India commencing from Vancouver about the same time. C.G.M.M. sailings in each service will be monthly thereafter.

A new passenger and freight service will also be inaugurated some time early in January from Halifax to Belize, British Honduras, calling at Nassau in the Bahamas, and Kingston, Jamaica. The ships which will be commissioned for this service are now under construction and nearing completion and are being fitted with excellent passenger accommodation for about thirty passengers. All the staterooms being situated on the bridge deck, and being outside rooms, the very best of ventilation will be afforded. The round trip to Belize will make an ideal winter tour occupying about five weeks. This being the only passenger service from a Canadian port to these points should prove of great benefit and be well patronized.

Addition to C.G.M.M. Fleet

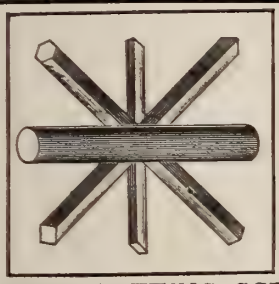
'Canadian Rover" was Launched Last Month by the Collingwood Shipbuilding Co.

On October 19, the new steel steamer *Canadian Rover* was successfully launched at the yards of the Collingwood Shipbuilding Co. The christening ceremony was performed by Mrs. H. B. Smith, wife of H. B. Smith, President of the Shipbuilding Co. She was presented with a suitable souvenir by the company through the manager, J. S. Leitch. The *Canadian Rover* is the seventh steamer built in these yards as part of the Mercantile programme of the Dominion Government. It is of full canal size, and is built to the highest classification of Lloyds. The steamer is well advanced, and will go into use in a few weeks.



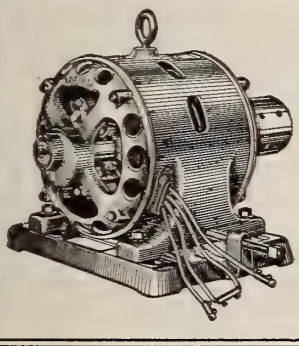
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Steamship Sailings

Proposed Sailings from Montreal, Halifax, St. John, North Sydney and Vancouver

Subject to Change Without Notice

To Liverpool.

Melita	C.P.O.S. Line	About Nov. 6
*Empress of Britain	C.P.O.S. Line	About Nov. 10
Megantic	White Star-Dom. Line	About Nov. 13
*Victorian	C.P.O.S. Line	About Nov. 20
Metagama	C.P.O.S. Line	About Nov. 20
Minnedosa	C.P.O.S. Line	About Nov. 24

To London.

Scotian	C.P.O.S. Line	About Nov. 5
Venusia	Cunard Line	About Nov. 7
Canadian Rancher	Can. Gov't Mer. Marine	About Nov. 8
Mottisfont	C.P.O.S. Line	About Nov. 12
Canadian Trapper	Can. Gov't Mer. Marine	About Nov. 15
Ariano	C.P.O.S.-Furness Line (Furness)	About Nov. 16

To Glasgow.

Cabotia	Anchor-Donaldson Line	About Nov. 7
Canadian Volunteer	Can. Gov't Mer. Marine	About Nov. 13
Sicilian	C.P.O.S. Line	About Nov. 17
Cassandra	Anchor-Donaldson Line	About Nov. 20
Bothwell	C.P.O.S. Line	About Nov. 23

To Avonmouth Dock (Bristol).

Montezuma	C.P.O.S. Line	About Nov. 10

To Cardiff and Swansea.

Canadian Voyageur	Can. Gov't Mer. Marine	About Nov. 20

To Manchester.

Manchester Brigade	Manchester Liners	About Nov. 7
Manchester Hero	Manchester Liners	About Nov. 14

To Hull.

Maplemore	Furness Line	About Nov. 10

To Leith.

Cairndhu	Thomson Line	About Nov. 15
Scotwell	Thomson Line	About Nov. 23

To Belfast.

Ramore Head	Head Line	About Nov 8
Melmore Head	Head Line	About Nov. 15

To Dublin.

Ramore Head	Head Line	About Nov. 8

FROM MONTREAL.

To Antwerp.

Mottisfont	C.P.O.S. Line	About Nov. 12
Scandinavian	C.P.O.S. Line	About Nov. 13

To Rotterdam and Hamburg.

Dunaff Head	Head Line	About Nov. 20

To Havre (France).

Scotian	C.P.O.S. Line	About Nov. 5

To South Africa.

Capetown, Port Elizabeth, East London, Durban, Delagoa Bay.

Kwarra	Elder-Dempster Line	About Nov. 10

To Australia and New Zealand—Auckland, Wellington, Melbourne and Sydney.

Trevalgan	New Zealand Shipping Co.	About Nov. 15

To Rio Janeiro and Santos (Brazil), Montevideo and Buenos Aires.

Canadian Seigneur	Can. Gov't Mer. Marine	About Nov. 18

To Montevideo, Buenos Aires and Rosario.

A Steamer	Houston Lines	About Nov. 15

To Barbados, Trinidad and Demerara.

Canadian Farmer	Can. Gov't Mer. Marine	About Nov. 17

To Santiago, Cuba and Kingston (Jamaica).

Canadian Adventurer	Can. Gov't Mer. Marine	About Nov. 17

To St. John's, Newfoundland.

Canadian Sealer	Can. Gov't Mer. Marine	About Nov. 16
Canadian Warrior	Can. Gov't Mer. Marine	About Nov. 20

To India and Far Eastern Ports.

City of Melbourne	Ellerman Buckmalls	About Nov. 15

FROM HALIFAX, N.S.

To St. Pierre Miquelon.

Pro Patria	Nova Scotia S.S. Co	About Nov. 8

FROM ST. JOHN, N.B., AND HALIFAX, N.S.

To Bermuda and British West Indies.

Chaudiere	R.M.S.P. Co.	About Nov. 13

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FROM VANCOUVER.

Vancouver-Kobe, Yokohama, Moji, Nagasaki (Japan).

Tyndareus	Blue Funnel Line	Early Nov.
Arabia Maru	Osaka Shosen Kaisha	About Nov, 12
Arizona Maru	Osaka Shosen Kaisha	About Nov. 23
*Mattawa	C.P.O.S. Line	About Nov. 25
*Monteagle	C.P.O.S. Line	About Nov. 27
‡Empress of Russia	C.P.O.S. Line	About Nov. 28
Teucer	Blue Funnel Line	About late Nov.
‡Empress of Japan	C.P.O.S. Line	About Dec. 7
Ixion	Blue Funnel Line	About Dec. 15
‡Empress of Asia	C.P.O.S. Line	About Dec. 16
*Methven	C.P.O.S. Line	About Dec. 20

Vancouver-Shanghai, Hongkong (China).

Tyndareus	Blue Funnel Line	Early Nov.
Arabia Maru	Osaka Shosen Kaisha	Nov. 12
Esther Dollar	Canadian Robert Dollar Co.	Middle Nov.
Empress of Russia	C.P.O.S. Line	Nov. 18
Arizona Maru	Osaka Shosen Kaisha	Nov. 23
Mattawa	C.P.O.S. Line	Nov. 25
Monteagle	C.P.O.S. Line	Nov. 27
Teucer	Blue Funnel Line	Late Nov.
Empress of Japan	C.P.O.S. Line	Dec. 6
Empress of Asia	C.P.O.S. Line	Dec. 16
Grace Dollar	Canadian Robert Dollar Co.	Middle Dec.
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Methven	C.P.O.S. Line	Dec. 20

Vancouver-Manila (Philippine Islands).

Tyndareus	Blue Funnel Line	Early Nov.
Esther Dollar	Canadian Robert Dollar Co.	Middle Nov.
Empress of Russia	C.P.O.S. Line	Nov. 18
Teucer	Blue Funnel Line	Late Nov.
Grace Dollar	Canadian Robert Dollar Co.	Middle Dec.
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Empress of Asia	C.P.O.S. Line	Dec. 16

Vancouver-Singapore (Strait Settlements).

Tyndareus	Blue Funnel Line	Early Nov.
Esther Dollar	Canadian Robert Dollar Co.	Middle Nov.
Esther Dollar	Canadian Robert Dollar Co.	Middle Nov.
§Canadian Inventor	Can. Gov't Mer. Marine	Middle Nov.
Mattawa	C.P.O.S. Line	Nov. 25
Teucer	Blue Funnel Line	Late Nov.
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Grace Dollar	Canadian Robert Dollar Co.	Middle Dec.
Methven	C.P.O.S. Line	Dec. 20

Vancouver-Honolulu and Suva.

Niagara	Canadian Australian Line	Nov. 11
Tahiti	Canadian Australian Line	Dec. 8

Vancouver-Australian and New Zealand Ports.

Canadian Winner	Can. Gov't Mer. Marine	About Nov. 10
Waihemo	Can. Australian Line	About Early Nov.
Niagara	Can. Australian Line	About Nov. 11
Canadian Prospector	Can. Gov't Mer. Marine	About Middle Nov.
Canadian Highlander	Can. Gov't Mer. Marine	About Late Nov.
Waitemata	Can. Australian Line	About Late Nov.
Tahiti	Can. Australian Line	About Dec. 8
Canadian Exporter	Can. Gov't Mer. Marine	About late Dec.
Canadian Inventor	Can. Gov't Mer. Marine	About Nov. 30

Through bills of lading will be issued to all principal ports; also inland points beyond Oriental and Australasian ports of call.

‡ Do not call Moji.
† Do not call at Shanghai.
§ Will go through to Calcutta.
* Do not call Nagasaki.

Commercial Intelligence Service

Several Changes Announced in the Personnel of the Trade Commissioners

A number of changes have occurred recently in the Trade Commissioner Service of the Dominion. J. Vernon Mackenzie has resigned as Trade Commissioner in Glasgow and has returned to Canada to become the editor of *Maclean's* Magazine. He has been succeeded at Glasgow by Major G. B. Johnson, who has been Trade Commissioner in Brazil. The Brazilian position goes to Major E. L. McColl, who has been taking a course of training in the Department at Ottawa as Junior Trade Commissioner.

W. McL. Clarke, Canadian Trade Commissioner, Milan, Italy, is at present visiting Canada. He is now preparing reports on those countries have been published in the Weekly membered that Mr. Clarke visited Spain and Greece, and his report on those countries have been published in the Weekly Bulletin of the Department.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, DECEMBER, 1920 No. 8

Editorial Comment

Revising the United States Tariff

ACCORDING to an item appearing in the *Daily News Record* of New York, the work of collecting material for a new tariff bill for the United States has been completed and a copy of the report is being sent to each member of Congress. The report, which covers every known existing tariff, covers 1,005 pages. A wide margin is left on each page and members are requested to write suggestions opposite the schedules in which they are interested.

The *News Record* adds this significant statement: "It is understood that the present plan is to revise practically the entire schedule upward, as President-elect Harding is committed to such a bill for the protection of American industries." In the face of such an intimation, it is folly for Canadians to talk of reducing the Canadian tariff.

The Earnings of Terminal Elevators

IN a recent issue of the *Farmer's Advocate and Home Journal*, Winnipeg, attention was directed by W. J. Christie to the earnings of terminal elevators as disclosed in an audit made by Price, Waterhouse & Co. The audit, which covered the five years up to August 31, 1917, showed that the terminal elevators made enormous profits on their invested capital during each of the five years of the audit. During the year ended August 31, 1917, eight companies made net profits on the working capital ranging from 173 per cent. to 498 per cent. Of these, it is interesting to note, the United Grain Growers, Limited, the elevator company operated by the farmers' co-operative organization, are reported to have made a net profit of 217 per cent. on capital invested.

The purport of Mr. Christie's article was to protest against the high scale of charges fixed by the Board of Grain Commissioners for Canada, and particularly the action taken in 1919 in raising the rates for the present year. He reports having attended the last three meetings of the Board held in Winnipeg to fix the tariff, and says that at each meeting the terminal elevators asked that their rates be increased. Evidently it is quite a different proposition for a terminal elevator company to make a profit of 217 per cent. on capital invested than it is for, say, a textile manufacturing company to make a profit of a small fraction of this amount.

Spreading the Gospel of Good Times

THERE is no doubt that there is a tendency towards pessimism in the business world at the present time. This and that supposedly unfavorable circumstance is seized upon as an indication that we are in for a period of depression, and there is a great deal of loose talk about slackening business, reduced production and unemployment. Of course, all this is injurious, and the infection should not be allowed to spread. There are enough favorable factors in the situation to more than offset the unfavorable ones, and it should be the duty of everyone to stress what tends to build up instead of magnifying what exerts an opposite effect.

The example of at least one Canadian manufacturing company deserves commendation. This is the Office Specialty Mfg. Co., Limited, Newmarket. This company have started the publication of what they call a "Good Times" bulletin, in which they have collected together a lot of information and advice calculated to spread the gospel of good times throughout their organization. As they point out in a letter issued in connection with the first number:

"Canada's industrial power, revealed through concrete performance, is now an actuality—a force that has awakened the national consciousness to future possibilities of trade development. What Canada has done during the past six years has been not only a

matter of pride to Canadians, but a revelation to the world of trade and commerce.

"Our optimism is founded, then, on known capacity, plus bountiful resources with the realization that the accomplishments of the past are but the fore-runners of the greater expansion that is assured if we will but apply the energy that distinguished our efforts when the great occasion demanded it.

"We believe earnestly in the philosophy we preach —and we are firm in the faith that if we will all work industriously—the man in the factory to produce more goods, the salesman on the road to sell more goods, and the men and women in our offices to help along the work of these two—we shall not only have reaped our reward in prosperity, but at the same time achieved industrial stability through a gradual process of re-adjustment."

This is sound commonsense advice, and is applicable to every business in Canada. If all were to carry out the ideas contained in this letter, there would be no question about the ability of this country to make good.

U. S. Manufacturers in Canada

ENTERPRISE of a commendable kind is displayed by the Statistical Department of the Union Bank of Canada when it issues a booklet on Canada calculated to induce United States manufacturers to build plants in the Dominion. The booklet, which is entitled, "A Canadian Plant—Why?" puts the case very concisely and pointedly, giving useful information and statistics as to Canadian trade with the United States, her trade relations with the British Empire and how the preferential tariff is an advantage to the manufacturer in Canada. Labor, power and coal supply are discussed and attention is given to banking and transportation. In short, the booklet is an excellent primer on the subject and should awake interest.

"To-day the American manufacturer who has business in Canada *must* establish himself in Canada to hold that business," declares the writer of the booklet. "The instinct of financial self-preservation is forcing Canada to do all in her power to curtail purchases in the United States and to make within her own borders those things which her people need. Only in this way may she hope to rehabilitate her credit in the United States and to reduce the volume of her war debt. Canadians plainly see the logic of the situation, and the Made-in-Canada movement is daily gathering strength in the Dominion.

"In this task of making herself self-sustaining, Canada is being helped by the course of events. Canada is now an exporting nation of importance and this development is making it increasingly possible for Canadian manufacturers to produce commodities in quantities and bring down their initial costs. The inevitable outcome, of course, will be greater ability of the Canadian manufacturer to hold domestic markets against outside competition. This will mean less buying in the United States as time goes on."

Farm and Shop are Interdependent

WHEN the *Vancouver Province* declared in a recent issue that "The more farmers there are in the country, the better market there is for other producers; the more other producers, the better market for the farmer," it said a wise thing. Canada needs more farmers and needs them badly, but we are surely not going to get them by driving other producers out of the country. The two must go forward hand in hand.

"The main difference between prairie grain growers and other farmers," explains the *Province*, "is that the former have an external market and most of the others produce for the home consumer. Grain growers sell to industrial workers as well as the others do, but the artisans who buy from them dwell in Europe. They would not be worse off if workers in Europe who consume their products were to move to Canada and set up shops here.

"Because industries of all kinds have been built up in the United States, only a small fraction of the cereals produced in that country are now sent abroad. Seventy years ago Horace Greeley taught that it would be good economy for the people of the United States to consume their wheat at home, feeding local artisans, who work up native raw material, instead of paying the heavy cost of sending the food to Europe to feed artisans there, and then paying the cost of bringing their products to America, leaving American raw material undeveloped. What he recommended has come to pass and the United States people are now manufacturing for others as well as themselves.

"What should be the margin of protection in the Canadian tariff is a question of detail. All we say here is that the increase of manufacturing in Canada and in the number of artisans and other non-agricultural workers does not hurt the farmer, but does him good. If we had in British Columbia ten times as many artisans, miners, fishermen, lumbermen and transportation and commercial workers, there would be far better opportunity for the men on the land."

Welfare Work in British Industry

WHILE a good deal of welfare work is being carried on in Canadian industrial plants, no attempt has as yet been made to correlate programmes or to establish a central bureau of information and advice. Manufacturers who have introduced welfare schemes have acted largely on their own initiative and

have made such plans as they conceived best suited to their own requirements.

It may be of interest to note that in Great Britain welfare work has been definitely organized through the formation of an Industrial Welfare Society, supported by the contributions of a considerable number of the leading industries of the country. H.R.H., the Duke of York, is president of the Society, and has been taking an active interest in its work. Sir William Beardmore, Bt., of W. Beardmore & Co., Limited, is its chairman. The council is comprised of a long list of notable figures in the realm of British industry. The Society has been in existence for about two years and has attained a membership of 536. Its work up to the present time has been largely along the lines of propaganda, though a great deal of service has been rendered to individual firms.

A glance over the annual report for 1920 discloses some of the lines of work that have been taken up. Quite recently an organizer of women's work was appointed. The women's department made an extensive survey of three areas, visiting factories where women and girls are employed, interviewing directors and frequently, at their request, going over the factories with a view to making suggestions relating to welfare. Ninety firms were visited in the six months since the department was organized.

In the general department, no fewer than 3,000 visits have been paid to individual firms, and as a result a large number of definite schemes of welfare work have been started. Supervisors have been appointed in several factories, and in others welfare schemes have been started either under the head of the firm or under a member of the staff or by means of a works committee. It is the opinion of the Society that, in smaller firms particularly, welfare work will in the near future depend for its inception and execution upon works committees.

So far as publicity is concerned, the press of Great Britain has given loyal support to the work of the Society, and a large number of articles have been written and published on the subject of welfare. Wide publicity has also been given by means of addresses and lectures, and a long list of organizations is published in the report of the Society, which were addressed by the director or members of the staff.

On the other hand there have come to the Society from many quarters requests for schemes applicable to specific trades and circumstances, and in every instance helpful information has been supplied. These schemes covered the planning of welfare buildings, pension schemes and benefit societies, educational schemes, equipment of club rooms and gymnasia, formation of sports' clubs, apprenticeship schemes, safety first schemes, works lectures and works magazines.

The Society has been instrumental in securing railway concessions in favor of juvenile camping and holiday parties, and has arranged a series of Saturday afternoon visits to places of interest for such workers as are not attracted by or are unable to take part in vigorous games. Arrangements were also made for a summer camp for boys and girls and for a week-end holiday home outside London.

All this is very effective work, for it not only encourages the introduction of welfare schemes, but makes them part of a general movement. As the report states—"There is a growing tendency for supervisors to look to a central office for carrying out the work of administration connected with many of the activities to which reference has been made, and the Council feel that this tendency is greatly to be encouraged, since it leads not only to unity in policy, but to efficiency in execution."

Public Ownership in Canada

IN its Bulletin No. 15, the Citizens' Research Institute of Canada estimates that the citizens of Canada have now an investment of approximately $1,000,000,000 in publicly-owned and operated enterprises. This figure it regards as a conservative estimate. Of the total, $670,000,000 represents the Dominion Government's investment in railways, steamship lines, grain elevators and telegraph lines. This sum will be considerably augmented when the purchase of the Grand Trunk Railway system is completed.

Through the various provincial governments, the investment in public service enterprises runs to about $124,000,000, distributed as follows:

Province.	Enterprise.	Amount Invested.	Total.
British Columbia...	None	None.	None.
Alberta.....	Telephones	$11,394,589	$11,394,589
Saskatchewan.....	Telephones	7,857,385	7,857,385
Manitoba.....	Telephones	11,047,473	
	Elevators	1,195,385	12,242,858
Ontario.....	Hydro-Electric	62,000,000	
	Railways	22,334,918	84,334,918
Quebec.....	None	None.	None.
Nova Scotia.....	None	None.	None.
New Brunswick....	Railways	8,193,855	8,193,855
Prince Edward Is...	None	None.	None.

The investment through municipal governments works out at approximately $215,000,000, of which $120,508,090 is in water works; $63,559,318 in electric light and power; $17,900,935 in street railways, and $12,740,481 in miscellaneous enterprises.

The bulletin sounds a note of warning with regard to public ownership. It points out that "underlying the administration of any and all business enterprises are certain sound business principles. These principles hold, irrespective of the ownership. When citizens, in their governmental capacities, go into commercial business they operate under the same immutable laws of administrative efficiency. If they ignore them, the results are certain and inescapable, but, inasmuch as governments are not persons, but governing corporative collections of persons, they can pass the loss on to the citizens through their taxing

power. But this only prolongs the day of reckoning. There are limits even to the taxing power. That limit is, on one side, the paying ability of the citizens and, on the other, the degree of ease with which citizens can transfer their interests to other communities where the burdens of taxation are not so heavy.

"The best safeguard of public ownership is a frank recognition of the fact that a government possesses no magic wand which can reverse administrative principles or change deficits into surpluses by a gesture. There are certain well-defined monopolies which, in the nature of things, must be operated by the civic or other government. There are certain other undertakings partaking of the nature of a monopoly which should be operated by the public if the public can effect the proper machinery for their administration. There are others which may be operated by the public to its own advantage if the public are sufficiently wide awake, disinterested and pertinacious to compel the observance of sound principles of administration."

Strong Arguments for Protection

UNDER the heading "Canadian Money May Go Lower," the *Calgary Herald* recently published an article devoted to a demonstration of the desirability of encouraging-home industry, which contained certain facts and figures worthy of careful consideration. On the question of exchange with the United States, it was pointed out that there could be no permanent betterment until imports were drastically curtailed and exports increased to the largest possible amount. Five points were emphasized. Canadians ought—

1. To buy Canadian-made products in preference to goods of non-Canadian origin, patronize Canadian railways, Canadian insurance companies, Canadian shipping, and, generally, to keep Canadian money in Canada;

2. To limit imports to absolutely necessary commodities;

3. To develop Canadian natural resources so as to make this country economically self-sufficient to the greatest possible extent;

4. To stimulate investment of Canadian and imported capital in industries which will help to relieve Canada of the necessity of importing on so large a scale as at present, and to provide a surplus of Canadian products for export; and

5. To encourage the final processes of manufacture in this country so as to save payment to foreign labor and foreign capital for manufacturing goods which could advantageously be made in Canada from Canadian raw materials by Canadian workers.

A considerable section of the article dealt with western industrial development and showed how extensive of late years has been the growth of manufacturing in the West. Figures were quoted from the Public Service Monthly of Alberta, and from the Dominion Bureau of Statistics to illustrate this growth. Two hundred and eight factories, employing 3,171 people, are reported by the Government of Alberta in that province. As for development in Saskatchewan, the Public Service Monthly issued at Regina, notes the following recent developments:

Organization under provincial incorporation of the Ceylon Sodium Sulphate Company, Limited, to develop the sodium sulphate deposit south of Ceylon, Saskatchewan. It is claimed that the sodium sulphate secured in this district can be used without any refining process; tests 98 per cent. pure, and is considered the most valuable deposit in the world. Nine million tons are said to be available without much expense. The known mineral resources of Saskatchewan include natural gas, sodium sulphate, sodium chloride, salts and potash, coal, clay, gold, and petroleum. In connection with development of the natural resources of Saskatchewan, the development of which is being encouraged by the Provincial Bureau of Labor and Industries, two samples of clay, one taken from the East End and one from Wood Mountain, have been forwarded to England for exhibition purposes. Samples of pottery manufactured from this clay have also been included in the shipment. The Saskatchewan Co-operative Creameries, Limited, is adding to its big plant in Regina. When completed this will be one of the largest and most modern butter-making plants in the Dominion. A very fine shale has been discovered at Lumsden, Sask., which can be pressed and manufactured into fancy bricks. Experiments indicate that this is a first-class material for manufacturing pressed face brick, tile, and sewer pipes.

The article winds up with certain comments on the farmers' policy. After quoting Mr. Norman Lambert to the effect that what the farmers' organization want is tariff reduction, not tariff commissions, it proceeds:

"If Mr. Lambert's statement is to be taken literally, the farmers' organizations are prepared to insist upon reductions in the tariff without considering the effects on Canadian industry, especially in view of present world economic conditions. If their demand is for tariff reduction without investigation, they are showing no consideration for Canadian labor or for any element in the community except the producers of agricultural products for which there is a world market. To oppose the appointment of a permanent tariff board on the ground that 'we have had at least two tariff commissions at work in this country during the past thirty years which accomplished nothing,' is an evasion of the issue.

"In the United States a permanent Tariff Board is accomplishing splendid results, the great value of which is frankly recognized by both of the principal parties. The Commission is accumulating a tremendous amount of valuable information relative to costs

of production, etc., in the United States and abroad, and is laying the basis of a scientific revision of the tariff. By failing to have a Tariff Board, Canada is lagging behind her southern neighbor and is leaving the tariff issue to be determined by opportunism and sectional bias, without information as to the true needs of Canadian industry and without reference to the possibility of development of Canada's resources and the promotion of national economic independence.

"Much of the criticism directed against capitalists is prejudiced and ill-informed. The idea that the owners of capital represent only a comparatively small part of the population is disproved by a recent report issued by the Controller of Currency of the United States, which shows that in the national banks of the United States there are no less than 20,380,000 time and demand deposit accounts. The demand deposit accounts represent 12,315,000, and the time deposits 8,065,000. This represents an average of approximately one bank account for every five and a half of the population, or almost one bank account for every family. These figures take no account of the very large deposits in state banks and trust companies. Besides this evidence of ownership, of capital distributed to a remarkable extent over the entire population, there are something like 20,000,000 owners of Liberty Bonds, and besides many millions of people who own bonds, stocks, mortgages, and other securities which are nothing more or less than titles to wealth. It may safely be said that there are comparatively few adults in Canada and the United States who are not capitalists either large or small."

The Canadian Traffic League

WORK of a very valuable character is being carried on in quite an unobtrusive way by the Canadian Traffic League. This organization, to which an article is devoted in this issue of INDUSTRIAL CANADA, was formed some four years ago. It has had a considerable growth since its inception, and its membership is to be found in several of the larger cities of the country. To readers of INDUSTRIAL CANADA, its main interest lies in the close connection which exists between the Traffic League and the Canadian Manufacturers Association. In a sense it is an off-shoot of the latter, and, while quite distinct so far as organization is concerned, it is yet doing work that is of immediate value to the C.M.A.

The objects of the League are clearly set forth in the article. They are entirely commendable. Anything that can be done to make our transportation system more efficient is clearly a national economy redounding to the good of the whole community, and it is with this end in view that the Canadian Traffic League has been organized and is carrying on its campaign of education.

It is gratifying to know that the railway companies are in complete accord with the programme of the League, and are co-operating with it towards the general improvement of transportation methods. There is here no conflict of interests, and what is good for the traffic manager is good for the railway company. This relationship has been recognized at various meetings of the League, where representatives of the railways have been present and have fully endorsed what the League stands for.

Up-to-date Publicity

RECENTLY a Canadian, interested in collecting lantern slides, wrote to a bureau in New York for two supposedly up-to-date views of Toronto. One of these was designated, the corner of King and Yonge Streets. On examination it was found that the picture was at least thirty years old. It actually exhibited horse cars plying on the streets.

A somewhat similar instance of backwardness occurs in the October, 1920, issue of the *International Trade Developer* of Chicago. On the cover appears a large half-tone showing "King Street, looking east from Yonge Street, Toronto, Canada." This view is also sadly behind the times. There are electric cars in sight, but not a semblance of an automobile or a sky-scraper.

Perhaps to the rest of the world, these may be small matters, but, if they are typical of the way in which Canada is being represented, or misrepresented, abroad, is it not about time that something was done to check up these things?

Those Government Departments in charge of our national publicity might very well add to their functions that of supplying such bureaux and publications as we have mentioned with up-to-date photographs, so that no false impression will get about.

We appreciate the kindly reference to this publication in the September issue of the *Empire Mail*. The *Mail* said:—"INDUSTRIAL CANADA, the monthly official publication of the Canadian Manufacturers Association, is an excellent journal devoted to industrial developments in the Dominion. The remarkable expansion of manufacturing activity, due to the war, is being maintained by the wide-awake firms of Canada who are now organizing with the object of securing a share in the oversea markets of the world. Their interests are well served by this journal, which contains a mass of most useful information, and the well-written and illustrated articles are valuable propaganda for Canada products." On our part we would like to pay tribute to the valuable service being rendered by the *Empire Mail* in promoting inter-Empire trade. Its issues are all attractively prepared, and contain much material of interest to the business men of Canada and the other Dominions of the Empire.

Synopsis of Proceedings Before the Tariff Commission in Eastern Canada

THE NOVEMBER HEARINGS

Based on the Official Report

AFTER an interval lasting from October 18 to November 4, the Tariff Commission resumed their inquiry into conditions surrounding the incidence of the customs tariff in Canada, at Charlottetown, P.E.I., continuing their travels through the Maritime Provinces and later entering Quebec and Ontario. The story of the inquiry is taken up again at Charlottetown, where the following matters were discussed:

This is the third series of reports of the hearings held by the Special Committee of the Dominion Cabinet appointed to receive representations with regard to the Canadian customs tariff. As the work of the Commission is of vital importance to Canadian manufacturing industry, we are presenting as full a report as possible of the proceedings, our account being a condensation of the official stenographic report.

CHARLOTTETOWN

Nov. 4.—The commission met in the chamber of the Legislative Assembly at 10 a.m. The first witness was Hon. J. H. Bell, Premier of Prince Edward Island. After welcoming the commissioners to the Island, Mr. Bell pointed out that agriculture and the fisheries were their chief industries, there being very few manufactures such as were found in Nova Scotia and the other provinces of the Dominion.

"We believe that the commission will be desirous of stimulating greater agricultural production," said Mr. Bell. "We think that stimulus given to greater agricultural production is consistent with the desire for an increased revenue. The one is the result of the other because greater agricultural production means greater wealth and greater wealth means greater purchasing power. It means greater purchases of goods that are dutiable. More than that, it means greater wealth on which income taxes and other taxes can be levied. By producing greater wealth we will produce greater revenue."

Agricultural Production

Hon. Walter M. Lea, Commissioner of Agriculture, emphasized the desirability of securing the greatest amount of production from the natural resources of wealth in the province. The present agricultural production amounted to between $25,000,000 and $30,000,000 yearly, as nearly as it could be estimated. He believed that by more intensive and better cultivation production could be increased by 50 to 100 per cent.

Due to the prevalence of mixed farming, a greater variety of implements were used than in any other province of the Dominion. On his own farm twenty-eight different implements were in use. If the duties on these were so high as, in some instances, to restrict their use, it meant great restriction to production.

The soil of the Island was lacking in lime. Those in the vicinity of a river bed could use shell mud as a corrector. Those not within reach of this article had to bring it by rail, and the rate was as high as on the higher grades of commercial fertilizer. The same rate applied to lime rock costing $1.50 a ton as to fertilizer costing $90 a ton, and its use was restricted on that account. The policy was adopted of importing limestone crushers and bringing in the stone by water from the Nova Scotia quarries. There was a duty of 27½ per cent. on the crushers and this was a very great handicap to those who would like to purchase the machines.

"We all realize the necessity of encouraging our home manufactures," said Mr. Lea, "and as citizens we would rather purchase from our own people, but when the duty is so high that it restricts the use of goods, or prevents the purchase of goods, or compels the purchase of goods made in this country, the result is that the Government gets no benefit from the tax."

Old Argument Advanced

Sir Henry Drayton questioned this statement and asked Mr. Lea to explain. The latter used the old argument that the duty on the imported article went to the Government, while the equivalent on the home manufactured article went to the manufacturer. Sir Henry suggested that there was an income tax on Canadian manufacturers. Mr. Lea admitted that the Government got the benefit of the income tax, but not of the duty. Sir Henry then mentioned the duty paid by the manufacturers on raw materials, and again Mr. Lea admitted that this would have some effect. At the same time he claimed that with high duties manufacturers could make and sell poor implements; whereas if the duty were reduced so that a greater number of machines could be imported, the home manufacturer would be stimulated to make better machines. Mr. Lea instanced gasoline engines, on which the duty was about 27½ per cent. or upwards of $100.

The Potato Industry

Mr. Lea next referred to the development of potato-growing, in which a large number of Island farmers were now specializing. The potato crop added to the wealth of the country and gave the railways large revenue, both from hauling in fertilizer and hauling out potatoes. The soil responded readily to treatment with acid phosphate, but on this there was a duty of 10 per cent., which restricted its use, with the result that not so many potatoes were grown as might have been. By making it easier to get fertilizer more potatoes would be grown and the wealth of the country increased.

"We would submit," concluded Mr. Lea, "that a lowering of the duties on agricultural implements, the admission of fertilizers altogether free, and the lowering of the duty on such things as limestone crushers, would have a very beneficial effect upon agricultural production in this province."

Duty on Crushers

Referring to the duty on limestone crushers, Sir Henry Drayton asked Mr. Lea what he thought would be a reasonable rate. Mr. Lea thought that possibly 50 per cent. of the present rate, or about 13½ per cent., would be reasonable.

In reply to questions, he estimated that there were about 12,000 farmers cultivating farms of from ten acres up, out of a population of 96,000. He did not know how many fishermen there were. He stated that he was unable to give a very close estimate of the volume of agricultural implements purchased in a year. He could not tell how much the Government was getting out of the tariff on farm implements, but was prepared to supply a list of the cost of implements.

Mr. Lea was next asked if he thought the income tax was the proper way for the farmer to contribute. He replied that he thought a tax on wholesale transactions was one of the fairest taxes. This led to an argument over the prices of sugar and potatoes. Repeating his question as to what was the

best way of getting revenue from the farmer, Sir Henry endeavored to get Mr. Lea to admit that the farmers were properly paying through the tariff. "We are properly paying in this country," said Mr. Lea.

City Versus Country

W. A. Macgregor said that, in endeavoring to cultivate a farm in a small way, he found that he was not able to hold his own with the people in the towns and cities. Labor seemed to be going away. Young people were leaving the farms. Farmers were unable to pay the wages being paid by the manufacturing centres, due, he believed, to some extent because the manufacturers were protected, while farmers had to sell in the open market. This year they lost eight cents a pound on cheese because they were unable to get to the British market.

Mr. Macgregor was questioned as to the products of his farm and particularly with regard to the marketing of potatoes. He did not know the amount of potatoes shipped from the island, but said that the best market last year was in Boston. The Boston price was around $2.00 a bag; that in Toronto $1.25. Possibly part of the difference was due to the exchange. He did not know the number of carloads of potatoes shipped to Canadian markets, but claimed that if they did not have an outlet outside Canada they would have a very much lower price in Canada.

Mr. Macgregor stated that spraying machines, which he had bought across the line at the same price as the Canadian machines, were very much more effective and stood up to the work very much better. He claimed that the Canadian machines cost $30 a year for repairs. He gave details of prices paid for Canadian and American machines. Questioned, he stated that the machines were community machines, serving between forty and fifty farmers. He was asked whether or not the duties collected on imported machines amounted to a cent a bag, but could not say

The witness was next asked a long series of questions as to the extent and value of the products of his farm, just, as Sir Henry Drayton said, "to see what a 200-acre farm on Prince Edward Island, run by a good farmer like yourself, does." He was also queried as to the cost of the implements bought and from whom they had been purchased.

Dealing with taxation, Mr. Macgregor said he thought that farmers should pay their fair share. His own income was around $5,000, but he had not been notified of any tax.

"Do you know how many farmers paid income tax in this great agricultural province?" asked Sir Henry Drayton.

"I do not know," replied Mr. Macgregor.

"Three," said Sir Henry.

"That does not look good to me," admitted Mr. Macgregor.

Sir Henry said it was a situation that had to be met in some way. Here was an industry making over $30,000,000 a year and all that it was contributing in the way of direct taxation was $135 for the whole of last year. Mr. Macgregor thought that, if the duty was not prohibitive, the Government could get more. He was asked what was a prohibitive duty? To this he replied that, if a machine was made in Canada and in the United States, and if they were compelled, on account of the duty, to take an inferior machine, then the duty in that case would be prohibitive to them. He admitted that he did not now consider a difference of $30 between a Canadian and American spraying machine as prohibitive. On being questioned it was found that a machine on which $30 duty had been paid had been used in the production of a crop of 24,000 bushels of potatoes, the machine being admittedly still as good as new.



The Connecting Link

The Car Ferry "Prince Edward Island" which plies between the Mainland and the Island Province

United Farmers' Statement

J. A. Dewar, M.L.A., president of the United Farmers of Prince Edward Island, presented a statement on behalf of the organization. He first drew the attention of the commission to the fact that Prince Edward Island was more exclusively and more completely an agricultural province than any other province in Canada. In 1915 only 1,923 people, or approximately 2 per cent., were engaged in manufacturing. "Only by a very generous stretch of the imagination could it be suggested that any important percentage whatever of the industries were developed by the assistance of the protective tariff, or, in fact, derived any assistance from the protective tariff whatever." Further, manufacturing industries were declining. There was no single advantage that the protective system had brought to the province. Consequently it must be concluded that the protective system had not aided in the development of the province and was not likely to aid towards manufacturing development in the future any more than in the past.

The population of the Island in 1871 was 94,021; in 1911, 93,728. Between 1901 and 1911 rural population dropped from 83,304 to 78,758. Urban population only increased by fifteen. Production was almost entirely agricultural and markets practically all export. Mr. Dewar here put in a plea for improved railroad service to help market their exportable surplus.

Replying to the argument that protection helped the Island farmers by building up industrial centres on the mainland, Mr. Dewar claimed that excessive freight rates affected them vitally in regard to these nearby markets, the cost of transportation to Sydney and Halifax on potatoes amounting to fully 60 per cent. of the market price of the product. When shipped to American points the cost was 100 per cent.

Mr. Dewar named the principal exports of the Island and the markets in which they were sold, declaring that the products of the Island farms were sold on the markets of the world against all comers, and that consequently there was no home market developed by the protective system which could be of any compensation whatever. On the other hand, he claimed that the protective tariff system was aimed and designed to prohibit or reduce the import of manufactured articles, to enable Canadian manufacturers to charge higher prices than they could otherwise secure. Just to the extent prices were enhanced was their agricultural burden.

Questioned by Sir Henry Drayton, Mr. Dewar stated that his farm consisted of 120 acres, of which ninety were cultivated. He secured about $1,500 gross from it last year. This statement surprised Sir Henry, who pointed out that it was 100 per cent. under Mr. Lea's figure of production.

"I take it from you that agriculture is in such a bad way here that it is going back" queried Sir Henry.



Drying Fish at a Maritime Fish Factory

"No, you cannot take that from me," retorted Mr. Dewar. "We are a prosperous agricultural community."

Price Changes

Mr. Dewar then quoted prices of produce forty years ago and declared they were very low. When dairying was introduced about 1892 a change was produced. He thought they were about holding their own so far as production was concerned, though it was becoming increasingly difficult to obtain help.

On the question of railroad rates, Sir Henry asked what he thought should be the amount of the bonus the rest of the country should give to enable the Prince Edward Island farmer to get lower rates. This seemed to perplex Mr. Dewar. Sir Henry explained that the Island Railway last year cost the country $1,596,049. Mr. Dewar gave an instance of what he regarded as high rates. He did not know what the overhead charges were, but was assured by Sir Henry that they would not amount to a fraction of a cent per ton on freight rates. If there was any way of making cuts, he was sure they would be made.

Buying Implements

Edgar J. Geddings, president of the Central Farmers' Institute, came next and put his case in this fashion:—"We buy so much machinery. The bulk of our machinery is manufactured in Canada. If we bought all our machinery in some other country and paid duty on it, we would be able to raise the revenue probably with a much lower tariff. Under the present tariff the great bulk of the agricultural implements that we buy are manufactured in Canada, and as a result we pay a large amount into the pockets of the manufacturers. If the tariff were lower we would save that much. It is said, and I believe truly, that for every dollar that goes into the revenue, $3 goes into the pockets of the manufacturers."

Sir Henry Drayton asked for particulars, but obtained no direct reply. To his remark that the Government collected in company, bank and business profits taxes last year over $36,000,000, Mr. Geddings replied that the people paid it.

Mr. Geddings stated that his farm consisted of eighty-eight acres, of which sixty-five were under crop. He admitted being fairly successful. He had several implements, but had bought only one, a mower, within the last six years. This mower cost about $100. Assuming that $12 was spent owing to the tariff in six years, he was contributing at the rate of $2 per annum to the Federal Government. He paid no income tax.

Must Look to Other Sources.

At this point Mr. Lea interrupted to point out that due to the fact that they were producing largely agricultural products and that there were no manufactures, they must look to some other source. They were purchasing per capita a great many more dutiable goods than other provinces because the others all manufactured something. They were paying more than they got.

Sir Henry Drayton asked Mr. Lea to consider the war obligations resting on Prince Edward Island. On a per capita basis these amounted to $3,750,000. How would he go about raising that money? To this Mr. Lea replied that it was being raised already automatically through their production of $25,000,000 per annum. That produce was distributed everywhere and the Federal Treasury had the means of taxing it. But, responded Sir Henry, the way of getting taxes was at the source and they were only getting the sum of $135. Mr. Lea countered by saying that the millions of dollars earned went to purchase the necessities of life. The greater the value of their purchases, the greater the taxes directly and indirectly. Sir Henry doubted whether they were paying any more than any other part of the country per capita. The value of their products had increased from $10,000,000 in 1915 to $22,000,000 in 1919.

Income Tax Payments

Dealing further with the income tax, Sir Henry stated that the merchants of Prince Edward Island paid, in 1918, $3,813. In 1918, he added, the business profits tax for the whole country amounted to $32,900,000. Prince Edward Island, on the basis of 100,000 population, paid 15.54 cents per capita, as against an average for the Dominion of $2.25, or 1/14 of the general average. He did not think it was fair to say that they were paying more than their share on what they purchased from their merchants as against what the rest of the people were doing.

Mr. Lea contended that there were no large incomes and no big manufacturing companies on the island; hence it was not fair to make a comparison. Sir Henry replied that he was not considering what they were paying indirectly, but what they were paying directly.

Pay Through Merchants

"You said that while the farmer was paying very little, he paid more than other places did," said Sir Henry.

"On dutiable goods," said Mr. Lea.

"On dutiable goods," agreed Sir Henry, "and that this greater purchasing power would be found in the profits of the merchants."

Mr. Lea said that the country was full of a great many small merchants, but Sir Henry drew his attention to the statement of the Farmers' Association that there was not very many merchants. The country purchased a great deal from departmental stores in other provinces, added Mr. Lea, and they had a very large purchasing power that would not be touched by any income tax at all.

Premier Bell interposed to ask how much Prince Edward Island contributed through the tariff. Sir Henry replied that it was a hard thing to get at. The Premier was convinced that on that basis they were contributing more than their

share. Sir Henry assured him that if there was any way of getting at it, they would do it.

P.E.I. Starch Factories.

Hon. Senator McLean presented a statement on behalf of the starch factories of Prince Edward Island. He said there were seven factories on the Island costing from $75,000 to $100,000 and with a capacity of about 2,000 tons per annum. Potato starch was used in the large cotton factories for sizing their yarns and finishing their cottons. It was also largely used by sausage makers, confectioners and others. For many years the starch factories supplied about the only sure market for potatoes in the province.

"Beginning about 1914," said Senator McLean, "the German starch being shut out of the markets and the Holland starch being required at home, starch became scarce, and as a consequence the price went very high. This induced the Japanese to make starch, and since that time they have been making very large quantities each year and have invaded our market, with the result that we are unable to compete with their prices, although we have protection of 1½ cents a pound."

Japanese Competition

The Japs, explained the Senator, have no expensive mills and make starch in a primitive way. They have been offering their products at such prices as have prevented the Prince Edward Island mills from operating. Tapioca flour, a product of the West Indies, was also a strong competitor, as was also sago flour, an East Indian product. Corn starch used to be a competitor, but no longer bothered them. The other products, however, threatened the utter destruction of the starch business in Prince Edward Island. He believed it a serious question whether the Japanese product should not be entirely prohibited under the circumstances. He suggested that the commission should look into the whole subject.

In reply to a question, Senator McLean said that fifteen or twenty men were employed in the starch factories. The value of the starch varied from $80 to $200 a ton. It was $80 before the war. Output amounted to about 2,000 tons and it took from 240 to 250 bushels of potatoes to make a ton of starch. It was a great help to the farmer when prices were too low to take 300,000 bushels of potatoes from them. They paid the farmers from 40 to 90 cents per hundred pounds. They were not running at present on account of Japanese competition, Japanese starch being delivered at any point in the United States or Canada at less than the potatoes would cost the factories.

C. L. Mackay presented a statement on behalf of the manufacturers of Prince Edward Island. He endorsed the official statement of the C.M.A. presented at Winnipeg on September 14. He then presented statistics showing the extent of manufacturing on the Island, giving the number of establishments, the capital invested, number of employees, salaries and wages paid, cost of materials, and value of products for the years 1900, 1905, 1910, 1916, 1917 and 1918, as taken from the federal census of industry. For 1918 there were 484 establishments, with a capital of $2,896,666; 1,670 employees; $777,067 wages; $3,647,800 materials, and $5,697,667 products. A long list of the products of Prince Edward Island industries was appended.

Relation of Industries

The figures given, explained Mr. Mackay, showed a gradual growth and illustrated the direct relationship in the development of farming and fishing with that of manufacturing, the latter industry in most cases being vitally connected with the former. He then cited, as an instance, the company with which he was associated, Bruce Stewart & Company, Limited. About ten years ago, when power boats began to supersede sailing craft, they were encouraged, under the protection of the tariff, to begin the manufacture of marine gasoline engines. The local demand was somewhat limited, so that quantity production, which would ensure low production cost, could not be secured. However, prices were kept at a minimum by reason of competition with similar firms in New Brunswick and Nova Scotia. It was important that provision should be made for repairs. If changes were made in the tariff which would injure the industry, serious inconvenience to the fishing industry would result.

What was said of the gasoline engine industry applied with equal force to virtually all the industries enumerated, particularly to those which looked to agricultural and fishing sources for their raw material. As regards agriculture, if the industry was to be developed, it should be along the lines of intensive mixed farming. The home market was in that case the best market. This market could only be enlarged by the addition and expansion of manufacturing, the tendency would be to overveloped to a greater degree without a corresponding development of manufacturing, the tendency would be to overload the market, with the result that farm products would sell at lower prices.

A Stationary Population

The population of Prince Edward Island had remained almost stationary for some years, due to emigration of young people to industrial centres of other provinces. Farming and fishing were largely seasonal. One of the chief attractions of the industrial centres was steady employment. It might be good policy for Prince Edward Island to encourage numerous small industries in order to provide employment for labor when it was not needed for farming and fishing. Diversity of industry was practically essential for the growth of industry.

Canadian manufacturers labored under many disadvantages by reason of smaller markets and consequent higher costs. If Canada was to continue its remarkable industrial development, it must be through the expansion of its present industries. Capital for this development would only come if an adequate protective tariff was maintained. In conclusion reference was made to the exchange situation, which would be aggravated were imports encouraged by a lowering of the tariff.

Questioned by Sir Henry Drayton, Mr. Mackay said that the manufacturing interest of the Island was entirely negligible as compared with the agricultural interest and that such manufactures as existed were those which looked after the immediate demands of the farmers and fishermen. Asked whether repair plants would not go on without protection, Mr. Mackay said there would not be sufficient business to enable them to keep going. In his own case about 30 per cent. of the business was repair. He also answered questions about the nature and extent of local industries.

The Session at Sydney, N.S.

Nov. 6.—The Commission met in the court house at 10 a.m. The first witness was Dr. A. S. Kendall, of Sydney, who ran against Sir Charles Tupper in 1896 and was defeated. The whole tenor of Dr. Kendall's remarks was to decry Canadian workmanship, claiming that it was inferior to British or American workmanship. He protested that the National Policy, after eighteen years, had done nothing for Cape Breton.

"When I was running that election in 1896," he declared, "I used to meet scores, if not hundreds, of men from Inverness, Victoria and other remote parts of the country walking home unable to get employment in the mines at 85 cents a day. Conditions in New Glasgow were very bad, the steel works being completely dead. Thus the National Policy up to 1896 left the coal and iron industries of this country dead as a door nail."

Dr. Kendall instanced the wire fencing along the Intercolonial Railway as an evidence of the superiority of British workmanship. The fencing was imported thirty years ago and is still doing duty on all but a few miles. Canadian fencing on the latter, he claimed, was now rotten after six or seven years' use. He gave other instances of wire fencing on farms, where British fencing was still good after many years' use and Canadian fencing was rotten. Reference, along

similar lines, was made to harness, boots, lanterns, caps, underwear, automobiles, clothing, carriages, barrows, the whole tenor of his evidence being the disparagement of the Canadian product in comparison with the imported article. Careless workmanship, he argued, was due to the protection under which the manufacturers were working.

History of Steel Industry

Thomas Cantley, chairman of the Nova Scotia Steel & Coal Co., followed with a careful analysis of the history and position of the coal, iron and steel trade of this section of Canada. First, dealing with the history of the industry, Col. Cantley stated that within a few miles of Sydney could be seen a coal outcrop where coal had been mined 200 years ago and used during the building of the fortification at Louisburg in 1620 and from which the garrison of Louisburg secured their fuel so long as France maintained possession of that fortress.

Ninety-four years ago the General Mining Association of London operated collieries at Sydney Mines in Cape Breton and at Albion Mines, now Stellarton, in Pictou County. Both these properties were taken over by the Nova Scotia Steel & Coal Co. upwards of twenty years ago. In 1883 at New Glasgow was melted the first Siemens-Martin open hearth steel made in Canada. The same company were the first on this continent to work coal commercially and they operated the first retort coke oven. They made the first basic open hearth steel in Canada, installed the first blooming mills and rolled the first bars, sheets, etc. They also made the first railway steel car axles in Canada. They were the first Canadian company to convert native iron ores into steel and to them was due the opening of the Wabana ore deposits.

"Here and here only in Canada," declared Col. Cantley, "is installed powerful hydraulic plants for the production of fluid compressed steel in large volume, which in the shape of naval and marine forgings was supplied and sent overseas during the war period to the British engineers and ordnance establishments, formerly supplied largely by Germany.

Dominion Steel Formed

"By washing and coking experiments at the Ferrona furnaces with coal taken from the Glace Bay districts of Cape Breton, we demonstrated that satisfactory coke could be produced from Cape Breton culm coals, which up to that time had had no adequate market. This led to the formation of the Dominion Steel Corporation with its great development at Sydney.

"During the latter half of 1914 and winter of 1915, these two companies each in their several ways, the one by experimenting and research work which resulted in the production of alloy steel for armour and defensive purposes used in the war areas and the other in the production of toluol, contributed more than any other corporations on this continent to the supply of essential materials required for high explosives."

Dealing with coal, Col. Cantley stated that wages were as high as those paid similar classes of mine labor anywhere and would be higher, increasing the cost of coal three times what it was before the war. He felt that the industry was fully entitled to a higher rate of duty and believed that a specific duty of $1 a ton on all coal would so stimulate production and distribution as to make Canada within ten years independent of all outside sources. He did not mean that by this every ton of coal used in Canada would be produced in the Dominion, but exports would be so increased that there would be a fairer basis of exchange between Canada and the United States. There would be more business for the railways and more business for the farmers in supplying the needs of the farming population.

Newfoundland Ore

As for iron ore, the Nova Scotia industry is now entirely dependent upon Wabana (Nfld.) ore, which is subject to an export tax. Production of Nova Scotia ore ceased in 1911. Col. Cantley pointed out that while Ontario steel plants obtained their ore from a foreign country, Nova Scotia plants get theirs within the Empire. Further, the latter plants used Canadian coal, whereas the Ontario plants used American coal, which was practically duty free. This meant that Nova Scotia miners had no protection whatever. Then there was the question of markets. Nova Scotia plants had to find a market at or west of Montreal, to which heavy freight rates applied, while Ontario plants were not similarly handicapped.

"The establishment of modern iron and steel plants in Nova Scotia and Ontario and their development to a point where they became important factors in the manufacturing life of the Dominion was due very largely to the bounties paid by the Federal treasury from 1896 to 1910," declared Col. Cantley. "But for the development of the iron and steel industry thus fostered, Canada in 1914 would not have been in a position to have supplied from her native furnaces, mills and forges, the steel required for the manufacture of munitions, and a very large section of the manufacturing plants and skilled labor of Canada would have been idle during the whole war period. and but a very small proportion of the great total of $1,200,000,000, representing the export value of munitions shipped from Canada to Europe, would have been produced, with the enormous advantage which flowed back to Canada from that export."

The industry, concluded Col. Cantley, required a substantial amount of protection to meet European competition, where wages and living standards were lower and costs of transportation less. It had also to meet the competition of long-established United States plants, with their enormous home market and their proximity to Canada, plants that were well protected by prohibitive duties. For these and other reasons, enumerated in a memorandum submitted, they appealed for a revised tariff which would provide by way of increased duties and the total abolition of the free list, a substantial amount of protection for the coal, iron and steel industry of Nova Scotia.

A Higher Export Tax

Questioned as to the amount of the export tax on ore from Newfoundland, Col. Cantley said it had been 7½ cents per ton but the Newfoundland Government wanted to make it higher and had suggested as high as a dollar a ton. Their importations ran to about a million tons a year of 50 per cent. ore. On the other hand they shipped over about 35,000 tons of coal in their own operations, while Newfoundland was entirely dependent on Cape Breton for its coal. As to development of Nova Scotia ore, Col. Cantley said that he did not believe that iron ore existed in such commercial quantities that it could be worked to advantage.

Questioned as to the cost of bituminous coal, Col. Cantley said that it ran over $5 a ton and in some cases as high as $6.50. Coal could be laid down at Ontario plants during the last five or seven years for less money than it could be produced in Nova Scotia. Dealing with freight rates, the Colonel stated that water transport to Montreal was impracticable, while he declared that he knew of cases where steel was carried from England to Halifax and thence by rail to the West for less than their rate from New Glasgow to Toronto.

The Steel Co.'s Memorial

A lengthy memorial on behalf of the Nova Scotia Steel & Coal Co. and the Dominion Steel Corporation was handed in by Col. Cantley. It dealt with the duty on pig iron, tracing its history, and contending that the present preferential duty of $1.50 a ton was entirely inadequate and the general duty of $2.50 a ton too low to meet conditions at present existing. As for steel billets, bars, plates, sheets, etc., changes made in the tariff in the last few years have been even less favorable. A series of figures were presented to show this, special emphasis being laid on materials used in farm machinery, etc., which are now on the free list.

Attention was next directed to wages, which it was conservatively claimed, were about the highest in the world. It was figured that, although wages might remain high for another year or two, they might be expected to fall more rapidly in Europe than in America. Productive capacity had been increased in Europe during the war and output would likely be from 30 to 50 per cent. higher than before the war. The exchange situation helped the European producer.

Figures were given to show how the labor cost in producing pig iron, billets and semi-finished products handicapped the Canadian producer in comparison with his European competitors.

Regarding materials and supplies, the memorial pointed out the average rate of duty on all dutiable importations was 22½ per cent. for the year ending March 31, 1920, and on both dutiable and free importations, 14.66 per cent. Various nations allowed a rebate of duty on such importations and this gave their exporters an advantage in the Canadian market. Breakage charges were also a factor, all of which tended to handicap Canadian iron and steel manufacturers.

The item of transportation was an important element in the iron and steel business, due largely to the fact that most of the materials to be handled were bulky and had a low weight - unit value. Figures were given to show that freights were lower on shipments from overseas points to Montreal than from Nova Scotia points. In comparison with rates from United States points to Ontario points, the Nova Scotia rates were higher.

The item of interest on capital was higher in a new country than was necessary in older countries and fixed charges were correspondingly heavier.

The memorial suggested that the basis of protection should be not cost-production but the ultimate labor cost. Costs of production not only varied between countries but between industries in a country, whereas labor costs were usually uniform within a country. On this principle, Canada should have greater protection. In relation to the United States, Canada's minimum protection should be as high as that of the United States and greater if she wished to protect her home industry against undue competition from that country. Reference was made to the efforts of foreign countries to effect sales abroad at prices below the cost of production and the question asked, what was to be the measure of protection against the dumping on our markets of foreign products so sold?

"Locked out effectively from the markets of competing nations by high protective tariffs, the Canadian iron and steel manufacturers must have the mainstay of the home market in order to exist. In it he must live or die, and surely he is not over-reaching in expecting that he be given fair play and protected sufficiently to render such unequal competition harmless. We submit the only solution of the difficulty is to put the duty at a sufficiently high figure to attain this end. The duty at present in force is too low to do so."

A. McCall, secretary of the Nova Scotia Steel & Coal Co., spoke in support of the memorial. He declared that the desirability of the establishment and continuation of the steel industry and the allied coal industry was almost universally acknowledged. The greatest assistance ever accorded the trade was that provided under the Fielding tariff of 1897.



A Glimpse of Sydney, N.S.

Headquarters of Important Steel and Coal Industries and the Centre of a Great Industrial District

"It is an industry that cannot be built up in a day or a year," said Mr. McCall, "and one would be appalled to contemplate what would have happened Canada during the war period had she possessed no basic steel industry." Pre-war production of steel reached a peak of 1,168,000 tons in 1913. Under war pressure, production of steel ingots and castings reached 1,873,000 tons in 1918. This fell back to 1,030,000 tons in 1919. Much capital was needed to establish the industry and special Government assistance was required to induce capital to embark in it. From the time the last reduction in duties and bounties took effect, the industry remained almost at a standstill until the assistance given the Dominion Steel Corporation by the Government led to the establishment of the plate mill at Sydney.

Mr. McCall showed that the protection accorded the steel industry had never been excessive or a detriment to industry generally. The highest duties were in 1887, when $13 a ton was imposed on bars. This duty was reduced to $7 in 1897, where it still remains. Just before the war prices in Canada were very considerably below the American prices, plus the duty. Since then the Canadian purchaser has in many cases been able to secure Canadian steel at lower prices than the American consumer.

According to Government statistics there were in 1917, 1,049 establishments manufacturing iron and steel products in Canada. These had a capitalization of $307,407,980; employed 70,071 hands on wages; paid $68,947,610 in wages; bought materials valued at $204,732,121 and produced goods valued at $400,385,086. The great bulk of the iron and steel industries of Canada existed by fabricating and making into manufactured articles and partially finished steel and iron goods that are imported into this country to the extent of almost two hundred million dollars worth annually. The existing tariff has not operated to restrict the growth of the general iron and steel trade in Canada.

The steel trade has never been accused of making exorbitant profits. The Nova Scotia Steel & Coal Co. has since its inception paid less than 6 per cent. per annum on the money actually invested in its common stock.

As reasons for protection Mr. McCall instanced the desirability of making the country less dependent on foreign countries for its necessities; the importance of adjusting the balance of trade and the importance of encouraging the employment of labor, which in the steel industry represented 80 per cent. of the total cost. The higher cost of mining coal in Eastern Canada as compared with the United States, the higher costs of Canadian mills due to the smaller production, the adverse freight rates on shipments to the West were advanced as further reasons for protection.

Mr. McCall then went on to advocate

duties on everything entering into the manufacture of further processes but which constituted a manufacture of their own. He instanced the steel entering into the manufacture of agricultural implements and into springs and axles. The value of such importations amounted to over $25,000,000 last year, all of which might have been produced in Canada. He then went on to picture what a reduction of the present tariff might produce. The basic steel industry represented an investment of $200,000,000. It employed over 18,000 men, to whom $25,000,000 in wages was paid annually. In addition 3,500 men, earning $5,000,000, were engaged in mining coal for the industry. Whatever fate might befall the workers in Ontario should the works close down, no other avenue of employment would be open in Nova Scotia.

Mr. McCall then answered a series of questions showing how a high percentage of the cost of steel production went into labor. He claimed that their protection was relatively low, being just over 10 per cent.

Employment Statistics

Alexander Johnson, Dominion Iron & Steel Co., Limited, furnished some statistics of his company. Wages paid amounted to $5,194,338 in 1918; $5,798,335 in 1919, and $5,651,595 for the first ten months of 1920. There were about 4,000 employees. The Dominion Coal Co.'s pay-roll approximated between $800,000 and $900,000 per month. The company, explained Mr. Johnson, were turning out rails, blooms, billets, plates, wire rods, pig iron, bars, light rails, sulphate of ammonia, sulphuric acid, etc.

A. M. McLennan, president Sydney Board of Trade, gave some information about the city. In 1900, when the steel plant was organized, Sydney had a population of some 4,000. To-day the population was 27,000. Assessment had increased from $1,000,000 to $12,000,000. The city had spent on streets, waterworks and sewers, $2,000,000, and buildings to the value of from $18,000,000 to $20,000,000 had been built. Real estate values had increased by 700 per cent. Farms within a radius of ten or fifteen miles had increased in value from 100 to 500 per cent. Within fifteen miles there was to-day a population of between 80,000 and 100,000 people, 90 per cent. of whom were directly or indirectly dependent on the steel companies' pay rolls. Mr. McLennan testified that this development could not have been accomplished without protection.

Employees Testify

J. C. Mackley, superintendent, Dominion Iron & Steel Co., had lived in Sydney eighteen years. He said he would be very seriously affected if anything were to occur to curtail the company's operations. He did not think it would be possible to compete on an even basis with iron and steel makers in the United States. He regarded it as the duty of the Government to provide measures for the protection of the industry.

Thomas M. Keating, mill man, an employee for twenty years, spoke along similar lines. He had acquired a home of his own and claimed that the continued ownership and maintenance of his home and those of many others similarly situated were dependent entirely upon the successful operation of the steel company.

Bernard Martin, pipe-fitter; John J. Collins, open hearth furnace man; Sherman Green, steel worker, all referred to the favorable working conditions that prevailed, and stated that, as workers, they wanted protection continued so that their work would not be interrupted.

Angus W. Macdonald, superintendent of Department of Industrial Relations, Dominion Coal Co., and Dominion Steel Co., had been for the greater part of 27 years engaged in employing men. He testified to living conditions and wages being greatly improved in that time. He traced the changes of twenty years in this regard, showing how employment had been provided and a market created for farm produce that had totally changed conditions in the farming districts. Sydney had grown from 3,000 to 25,000, and the number of its banks from one to five, with three sub-branches. The city had now a purchasing capacity of $16,000,000 a year. The whole growth was due to the existence and extension of the steel works and the development of the coal mines. Any stoppage or even curtailment of operations at the steel works would be a calamity to Sydney and a wide area around.

Mr. Macdonald told what the company was doing for its employees, and asked for the maintenance or increase of the tariff to enable it to carry out its aims. In answer to questions, he said that from 1,000 to 1,200 men working at the steel plant owned their own homes. Workmen's homes to-day cost from $3,000 to $4,000.

Col. Cantley here stated that fully 60 per cent. of the employees of the Nova Scotia Steel & Coal Co. owned their own homes. The company advanced money at 6 per cent. to help purchasers. There was $700,000 outstanding on this account.

Irving B. Stewart, manager Maritime Bridge Co., New Glasgow, told of the growth of New Glasgow. In the last 40 years New Glasgow and Trenton had grown from 1,500 to 15,000, almost entirely because of the rapid growth of the Nova Scotia Steel Co. He referred to the smaller industries which had sprung up around the larger industry. They needed protection perhaps more than the latter. In the case of his own company, they built railway and highway bridges, tanks, smoke stacks, blast furnaces and odds and ends. Their miscellaneous output was due to the limited market and they could not hope to compete with the specialized American industries without protection.

J. R. K. Bristol filed a statement on behalf of the Cross Fertilizer Co., Limited, Sydney. This statement showed that if protection was withdrawn, the fertilizer industry would be wiped out. Present production in Canada was only about 100,000 tons per annum. The industry, however, was a growing one and capable of tremendous development. The Cross Co. started in 1912, facing strong competition from Great Britain, Belgium and Germany. Sales for 1912 were 6,000 tons. Owing to stoppage of importations caused by the war, trade increased to 35,000 tons and they anticipated making 42,000 tons this season. They had purchased a site in Welland, Ont., where they proposed to erect a plant for the manufacture of chemical fertilizers, provided no interference took place with the present tariff. Protection at present was 5 per cent. under the British preferential tariff and 10 per cent. under the general tariff. The company was a British concern brought here by reason of the tariff.

The Session at Halifax, N.S.

Nov. 8.—The Commission met in the Chamber of the Legislative Assembly at 10 a.m. W. D. Piercey opened with a statement on behalf of the manufacturers of Nova Scotia. He assured the Commission that the manufacturers as a class believed it to be in their interests, in the interests of the workingmen, of the consumers and the nation as a whole, that a policy of protection such as had been in force since 1879 should continue to be the policy followed by the Government of Canada.

He did not believe that the farmers of Nova Scotia favored free trade as apparently some people did in the West, but were fully aware of the immense advantage which a large home market was to them. Further, he urged that the Commission should give due weight and consideration to what other countries, and especially the United States, were doing in the way of revising their tariffs to give greater protection to home industry. He also pointed out how valuable protection had been in the past in building up industries which had done so much to help win the war.

Figures were then given to show the extent of manufacturing in Nova Scotia. Between 1900 and 1919, the number of establishments had increased from 1,188 to 2,433; capital from $34,586,416 to $142,734,454; employees from 23,284 to 36,474; output from $23,000,000 to over $100,000,000. In Halifax, the number of establishments had increased from 104 to 280; employees from 3,000 to 8,500,

and value of goods from under $7,000,000 to over $20,000,000. A lengthy list of goods made in Nova Scotia was supplied.

It was pointed out that times were never bad in Nova Scotia because that had diversity of industry, the province being endowed with four fundamental sources of wealth, namely: the raw materials from the farm, the mine, the forest and the sea. Great possibilities were in store for the province through the development of these, providing the necessary capital could be secured. Capital, however, would only flow in if an adequate tariff was maintained.

Some Disadvantages

The point was also emphasized that Canadian manufacturers were laboring under a disadvantage because the later development of their industries and the smaller market rendered their production costs higher than in older and more populous countries. Nova Scotia was favorably situated for export trade, but her manufacturers must be assured of the home market in order to be able to produce goods cheaply enough to meet competition in world markets. Reference was also made to the exchange situation which would be rendered more unfavorable were imports to be encouraged. If factories were worth having, because of employment, markets for farm produce, business for banks, railways, etc., and revenue for municipal, provincial and Dominion Governments, then adequate protection was the price paid to secure and retain them.

A. H. Brittain, vice-president and general manager, Maritime Fish Corporation, presented a brief on behalf of the Atlantic fisheries. These, he said, were at present experiencing what was in some respects the most difficult and menacing situation in their history. Production had been greatly stimulated by the war, but when the emergency passed, consumption in the U.S. and Canada dropped sharply, while European countries, on account of the exchange situation, had curtailed their buying. To-day there was large over-production. Wholesale prices had fallen to the pre-war level or below, while it cost between two and two and one-half times as much to catch and land fish as it did before the war.

The Fishing Industry.

Approximately 47,000 Nova Scotians were engaged in the fishing industry, wholly or in part, and 87,000 persons were directly dependent upon the Canadian fisheries for their livelihood. Many fishermen owned their own vessels. To change their employment was hard. They were not organized and had few resources. They were suffering a genuine hardship to-day because markets were glutted with fish offered below the actual cost of catching.

Mr. Brittain presented figures covering the operations of three companies producing fresh fish and manufacturing smoked and canned fish. They had a combined investment of $2,312,600, employed close to 700 persons, and last year paid in wages and in payment for fish purchased approximately $2,275,000. A very large proportion of the fish were purchased. These companies provided a market for industries making boxes, containers, cans and other supplies. The companies were not inter-related but operated in keenest competition. There were many other companies carrying on a similar business.

Glutting the Market

Tariff items, in which the fishing companies were principally interested, were next enumerated and it was shown that fishing companies of the United States Atlantic coast were offering fish in Canadian markets at prices which under present conditions netted the fishermen little more than one-half the cost of catching the fish and bringing them to port. The situation, while a temporary one, was demoralizing the Canadian fishing industry and working hardship to the fishermen. It would be even worse were it not for the tariff.

Prices at which fresh fish have been sold to the Canadian consumer at almost any time in the history of the industry were much lower than prices charged for similar fish in the United States. The present measure of tariff protection was needed to stabilize conditions in the industry and reserve the home market largely for Canadian products. The best interests of consumers as well as fishermen would be served by a continuance of the duty.

Have to Move Industry

Speaking only for his own company, Mr. Brittain declared that in the event of free trade there would be no alternative but to go into some other line of business or remove to the United States. Under free trade conditions the companies would be much more favorably located in the United States. Nova Scotia's history was closely connected with the fishing industry and that industry and its products had become distinctive. This distinctiveness would be lost under free trade conditions.

It was pointed out that whole villages and towns in Nova Scotia were dependent on the fisheries, and not only would free trade in fish operate to destroy them, but many other interests would suffer loss—the transportation companies, for instance. From the port of Mulgrave, in 1900, the Canadian Government Railways handled 1,450 tons of fish, valued at $100,000 and charged freights of $16,500; in 1919, they handled 10,256 tons, worth $1,332,800 and charged $150,193. There would also be a serious exodus of fishermen under free trade.

So far as canned fish was concerned, the U.S. producers were well protected so that in the event of such fish being



A Product of Maritime Province Industry

The Steel Steamer "War Bee," Built at New Glasgow by the Nova Scotia Steel and Coal Co.

placed on the free list, they could quickly capture the Canadian market. Canada's Atlantic fisheries represented an annual value of between $40,000,000 and $50,000,000. Canadian companies have built up a considerable business in smoked fish, and export trade has enabled them to get quantity production. They have also developed new products. While the immediate export situation was not bright, it would improve, but the home market must be reasonably assured.

Mr. Brittain was asked for details with regard to his statement that the Canadian fisherman got a higher price for his catch than the American fisherman. He said that this was difficult to do because of wide variations, but he undertook to get up some figures on the point. He was also asked for comparative figures of fish prices in Boston and Montreal.

Referring to the way Lunenburg had been built up through its large operations in salt fish, Mr. Brittain contended that other ports could be built up through fresh fish. The fresh fish industry was more important because the fishermen got his money at once. He would combine the two, building up the Canadian market with fresh fish and the export market with dried and salted fish.

Co-Operative Fishing

H. B. Short, of Digby, explained the co-operative system as applied to the fishing industry. He stated that practically all the fishing is done on the co-operative plan as amongst the crew but not as between the companies and the crews. He showed the system as employed in the fresh fish industry at Digby and the salt fish industry at Lunenburg.

Going over the history of the fresh fish industry he said that the industry did not begin to thrive until the duty was raised to a cent a pound following the tariff inquiry of 1907. A large business in fresh fish had been built up with the upper provinces and that trade would be lost were the tariff reduced or removed. He asked for more Government assistance in the way of better transportation facilities, etc. Give the fresh fish people the protection they have and in time they would build up an industry that would be a great national asset.

A. Boutillier, National Fish Co., told of the experiment of sending carloads of fish to Ottawa and selling direct from car to consumer. This system worked at first but it did not last owing to poor service and to the fact that retailers reduced prices. He believed it would be a serious mistake to have the duty removed from fish coming into Canada after so much had been done to build up the industry. There had been a large investment in the business and the consumption of fresh as well as of smoked fish in Upper Canada had increased enormously. Were the duty taken off, all this effort and all the money spent would have been wasted. He referred to the way the Americans had been dumping fish in the Canadian market, and quoted figures to show that they were selling fish for less than it cost Canadian companies to catch them. He also referred to the geographical situation which handicapped them in shipping to Montreal and Toronto and also into the American markets. Raw materials was going down to the United States to be manufactured while, with more encouragement to the industry, it could be manufactured in Canada.

Fisherman's Testimony

William Henneberry, fisherman, Devil's Island, gave information about his fishing operations, and in reply to questions stated that it took an hour and a half usually to salt a quintal of fish and an expenditure of from eighty to ninety cents for salt. The price obtained for fresh fish was about $12.00 a quintal and for salt fish $7.50 a quintal. There were 18 or 19 boats at Devil's Island. The fresh fish business had built up the Devil's Island business 100 per cent. in the last few years. In some years he caught about 100 quintals in six months.

Frank Martin, fisherman, Kitch Harbour, and Walter Brown, fisherman, Herring Cove, gave similar evidence.

A. H. Whitman, president Halifax Board of Trade, spoke on behalf of that body. He quoted a series of figures to show that the larger proportion of Canada's imports came in by rail. In 1919, 81.5 per cent. of imports came from the United States, and in 1920, 75.3 per cent. A reduction in the Dominion general tariff, it was very evident, would tend to increase foreign imports by rail and to correspondingly decrease overseas commerce. During the war exports reached record figures, so that in 1919 the port of Halifax was the world's third most important port. Terminal facilities necessary to enable Halifax to handle a large proportion of world trade had been provided and only required the carrying out of the original plans to fully take care of everything that appeared possible in the way of foreign trade. So long as the customs tariff encouraged and promoted other channels of import trade, the proportion of foreign trade which the seaports should handle would remain disproportionate.

Encourage Ocean Shipping

"In the interests of the Maritime Province seaports and of the other seaports of this Dominion; indeed, in the interests of the whole Dominion and of her carrying trade, her banks, the wholesale trade and the development of domestic industry, we ask that this needed development in overseas trade be fully considered in the arrangement of the forthcoming new customs tariff."

Mr. Whitman also asked for the negotiation of more trade treaties with friendly overseas countries and urged the Government to use its influence to get preferential treatment for Canadian products in the British overseas dominions.

Questioned as to the reason for the heavy importation of goods from the United States, Mr. Whitman admitted that a great deal was due to war conditions, but said that most houses engaged in foreign trade were of the opinion that the general trend of trade was with the Republic.

W. T. Ritcey, president and general manager of Acadia Gas Engines, Limited, stated that the company was started in 1908; had a paid-up capital of $150,000 and a rest account of $35,000. The company was engaged in the manufacture of marine engines only. Yearly output was increased from $5,000 in 1908 to $700,000 in 1919. On only four occasions were dividends paid. Their market extended from coast to coast in Canada and they exported to Australia, New Zealand, England, and Newfoundland. They had about 135 employees, mostly made up of local married men, natives of Canada, who owned their own homes in Bridgewater. The average wage of their machinists was about $1,350 a year. During 1919 they made on an average about nine marine engines a day, and as output increased, number of employees would increase and the town be correspondingly benefitted.

Prices About on Par

Competition came principally from Bridgeport and Hartford, Conn., and though they had to pay a duty of 27½ to 30 per cent. on various parts, the price of their engine in Nova Scotia was about on a par with the price of similar engines in Connecticut. They sold to Newfoundland in competition with U.S. manufacturers and had over 40 per cent. of the business. Figures comparing the price of their stationary engines (made by a subsidiary company) with the price of similar engines made in the United States were submitted, showing that the Canadian engine was cheaper and the Government got the duty on the imported parts. Under the present tariff they could retain the major portion of the home market and continue to extend their export business, lowering their overhead expenses. Were existing protection reduced, American manufacturers could undersell them and force them to close.

In answer to a question, Mr. Ritcey said the value of their Newfoundland business was nearly 60 per cent of their total production.

D. N. Eisenhour, managing director, Lunenburg Foundry Co., Limited, said that his company started the manufacture of Atlantic gas engines about 1912, since when this branch of their business

had increased more than 900 per cent. The capital employed was about $40,000; they employed over thirty hands and paid wages of $37,000 annually. Although a good many parts of their engines were imported and paid duties, the Atlantic was purchased by Canadian fishermen much cheaper than similar engines made in the United States. He quoted prices to prove this. Under present conditions very few American two-cycle marine engines reached the Canadian markets, but if the tariff was removed, the American manufacturer could come in and put them out of business.

Luxury Tax Protested

E. A. Sanders, Secretary Halifax Board of Trade, placed before the Commission a brief in connection with the luxury tax, and asked favorable consideration towards some immediate change in the present stamp system. Personal evidence as to the working out of the system was presented by H. S. Colwell; Henry Mahon, Mahon Bros.; George M. Smith, Smith Co., and R. A. Wood, Wood Bros.

A. H. Whitman, at the request of a number of Halifax business houses, voiced a protest against the continuance of the Business Profits War Tax Act.

Miss Smyth appeared before the Commission on behalf of the Nova Scotia Fertilizer Co., an unincorporated company which commenced operations in Halifax in 1878. Their output averaged yearly about $250,000, sold entirely in the Maritime Provinces. They made thirteen different varieties and claimed that their long experience in studying the special soil needs of the Maritime Provinces gave their fertilizer a better value than imported fertilizers. Their location on the coast gave them the advantage of cheap transportation in bringing potash from Germany and acid phosphates from Baltimore. They paid ten per cent. on importation of phosphate, and had ten per cent. protection on the finished product. They employed from 10 to 30 hands, according to the season. Their chief competitor was the American Agricultural and Chemical Co., of New York, a large concern with immense output. Although at present their prices compared favorably with the prices of similar fertilizer in the State of Maine, they did not feel that they could successfully compete against their American rivals without the advantage of the protection they now had.

Same Price as Maine

Questioned, Miss Smyth said that acid phosphate averaged about one-quarter of the weight of the fertilizer, but represented less than one-quarter of the value. It was cheaper than fish offal. Their product sold from $40 to $80, which was about the same as the price in Maine.

Dr. Cumming, Secretary for Agriculture of Nova Scotia, and Principal of the Provincial Agricultural College, contended that the duty on acid phosphate should be removed. It was used not only by the manufacturers, but by the farmer, who applied it direct. He stated that a Canadian company now making acid phosphate had told him that it was a very doubtful proposition as to whether the article could be made in Canada profitably any way, and added that their experience with the company had not been satisfactory.

Questioned, Dr. Cumming said that acid phosphate was worth $20 in bulk in Baltimore, while in Nova Scotia it was worth about $40. He also answered questions about other fertilizers, such as basic slag.

H. L. Taggart, President United Farmers of Nova Scotia, presented a statement on behalf of that organization. They believed that the future development of the province depended upon the development of no single industry, but of every industry which the province supported. Their attitude, however, was that the unnatural development of any one industry brought about by tariff legislation or any other public measure, was not in the interests of the all-round development of the province. It was the desire of the farmers to see the largest possible development of manufacturing, provided that this development was not brought about by any legislation or other form of special privilege which wuld give their industry an undue advantage over agriculture.

Slow Agricultural Progress

Although one of the oldest provinces, Nova Scotia had made no great agricultural progress for several decades. Out of a total of 13,483,671 acres, farmers owned 5,260,455, of which 2,000,000 were in woodland, 2,002,906 in pasture land, and 1,257,449 under the plow. Approximately 8,000,000 acres could be cultivated, but less than half of that area had been cleared. Figures were also presented to show that there had been no increase in the areas devoted to cultivated crops in twenty years, and that rural depopulation was continuing. Asking why this stagnation prevailed in agriculture, Mr. Taggart gave as one reason that the farmer operating under present conditions could not afford to pay the wages for labor that the manufacturing centres paid. There were several reasons why manufacturers could pay more, but among them he named the special government privilege of tariff protection.

Mr. Taggart thought there were cases in the early history of industries where some tariff protection was justifiable, and he would still favor a moderate degree of protection wherever he was convinced it was absolutely necessary, but wherever the protection was so high that the industry could earn more money for a given number of hours' work than agriculture, then he held the tariff should be revised.

Saying that he believed that all manufacturing implements and tools used in production should be placed as near as possible on the free list. Mr. Taggart went on to deal with fertilizers. While admitting some justification for the ten per cent. duty on manufactured fertilizers, he held that the ten per cent. duty should be removed from acid phosphate. At the present time the price of fertilizer for 1921 delivery was from ten to twenty per cent. higher than a year ago, and that in the face of falling prices for farm produce. The increased freight tariff was responsible for an increase of from $1.50 to $3.00 a ton, and the duty was responsible for at least $2.00 in addition.

Favored Protection

Mr. Taggart admitted that some fruitgrowers were opposed to having the tariff removed from apples and other tender fruits, but said there were some good reasons for this. When Nova Scotia entered Confederation, they were to get the Intercolonial Railway and cheap freights, which would give them the Upper Canada market in lieu of the former New England Railway. They got the railway but not the cheap freight rates, and now they felt justified in having the duty on apples in compensation for the cost of the long freight haul.

With regard to the United States market, Mr. Taggart said that Nova Scotia farmers had been shipping large quantities to the United States under the free food policy of the Wilson administration. He feared that, if Canada persisted in keeping up the bars between the two countries in respect to tariff matters, there was every danger of the new administration re-enacting the old McKinley legislation.

Sir Henry Drayton asked whether Mr. Taggart had ever considered the question of the unfavorable trade balance with the United States and what should be done about it, but apparently could get no answer. Sir Henry also pointed out that, for the past eight years, Nova Scotia farmers had enjoyed free access to the United States market, which he considered rather upset the argument in connection with the loss of that market since Confederation. Dr. Cumming then interposed to say that prior to Confederation they had enjoyed a big trade with the United States. Between 1867 and 1912 they had lost the American market, and it was not easy to re-establish a market once lost.

Some Progress Made

Dr. Cumming was asked for his views on the farmers' statement, and replied that he would not go quite as far as that statement. He would say that agriculture had made some progress, but not the progress they had hoped it would, or which it should have made. Dr. Cum-



A Fish Drying Scene in Nova Scotia

ming had been fifteen years in the Department of Agriculture. In that period, substantial increase had been made in the dairy business. In 1908 the total output of the creameries was 100,000 pounds of butter; last year about 2,000,000 pounds. In grain, hay, potatoes, etc., there had been no substantial change. These crops were largely seasonal.

Sir Henry Drayton then went over figures in the Canada Year Book, showing that wheat production had increased from 165,806 bushels in 1891, to 248,476 bushels in 1901, and to 255,150 bushels in 1917. Oats had increased between 1891 and 1917 from 1,559,842 bushels to 3,597,800 bushels; potatoes from 5,113,612 bushels to 7,173,000 bushels; turnips and other roots from 1,349,076 bushels to 3,193,000 bushels, and hay and clover from 632 391 tons to 894,300 tons. Dr. Cumming estimated that the value of all crops last year was about $50,000,000.

"May I point out," said Sir Henry, "that instead of agriculture languishing, we find that in the year 1901 the value of these field crops was $16,669,321, as against what you now state is $50,000,000."

More Fertilizer Used

Dr. Cumming said there were several causes contributing to the increase in production, one of which was the more extensive use of fertilizer. Referring to apple production, he said that this varied very much, running from 500,000 to 1,500,000 barrels in the last fourteen or fifteen years.

Sir Henry Drayton next asked Mr. Taggart for his views on revenue, but was met with the reply, "I am not here to discuss this with an expert." Asked for suggestions, he reiterated his remarks about the difficulty of getting labor. He was not, he said, in a position to take up the question of a Dominion land tax. He had never gone into keeping records and had no information as to production. He had no objection to the income tax, but did not pay any. His main trouble was labor and the high cost of everything he had to buy.

Hon. Mr. Robertson, dealing with Mr. Taggart's argument that high freights prevented them from shipping apples to Montreal, pointed out that British Columbia apples were on sale in Nova Scotia and said that, if rates were prohibitive to Quebec, it was difficult to understand why B.C. apples could be sent all the way to Nova Scotia.

Would Not Name Industries

In reply to Sir Henry Drayton, Mr. Taggart said he was not prepared to single out any industries which were getting more assistance from the tariff than they ought to.

F. H. Johnston, United Fruit Company, explained that the reason why B.C. apples came in was because they were a little more attractive in appearance and were put up as fancy apples, commanding a higher price. They were not complaining very much about the apple business. They complained a little of the ocean and rail freights. The latter were $2.50 a barrel as against 60 cents before the war. Asked whether they wanted the protective duty taken off apples, Mr. Johnston said they would not mind; it did not make much difference to them. Asked whether there was anything the Fruit Growers' Association wanted the Government to do about the fiscal question, he replied, "Nothing very particular. We are getting along fairly well."

R. H. Mackay, New Glasgow, Chairman Maritime Division, C.M.A., presented a brief on behalf of the smaller industries in the Pictou District. The principal growth of this community dated from 1874, when the iron and steel industry had its beginning in the establishment of the Hope Iron Works at New Glasgow. The small industry had some difficulty in living through the hard times of '77 and '78, and received its first stimulus from the tariff protection of 1878. This stimulus resulted in the formation of the N.S. Steel Co., Limited, in 1882, and the production of steel in Canada for the first time in 1883. Mr. Mackay then traced the growth of the industry, and the changes in protection which were made from time to time, showing how other industries had sprung up as a result of the presence in the community of a basic iron industry. The growth of the entire community and its industries was due to the fostering influence of a protective policy.

Demand for Farm Produce

Figures were presented to show how the district had grown, with statistics covering the extent and production of its industries. The growth of the towns had meant a tremendous impetus given to the demand for farm produce—one creamery alone distributing approximately $1,200 a day among the farmers of the neighborhood. The smaller industries were naturally anxious that nothing should be done which would affect the steel industries of the community. They employed between 600 and 800 men.

J. F. Fraser appeared on behalf of the pork packing industry. He explained that, generally speaking, the price of hogs in Canada had been from three to four cents per pound higher than in the American market. Notwithstanding the present duty of two cents per pound, considerable American product had been sold to the Maritime trade during the past few months, and at much lower prices than the cost of hogs would warrant. This seriously curtailed the market for the home-cured product. This could not but have a serious effect on the outlet of the local packers, because of the fact that their trade was local, conditions being such that an export trade was not profitable. Any reduction in duty would have a serious effect on the production of hogs in the Maritime Provinces.

A Halifax Industry

H. Goudge presented a statement on behalf of the Starr Mfg. Co., Limited. This firm had been in business since 1868; capitalization was $398,000, half in six per cent. preferred and half in common stock. To date, no dividend had been paid on the common stock and they had not always been able to pay the preferred dividend. The business was not unduly profitable. Their output was bar iron, bolts, nuts, and skates; yearly output averaging slightly over $400,000. Their market was Canada as a whole; in some lines the Dominion absorbed about 95 per cent. the remainder going to the United States, Newfoundland and

Jamaica. Prices of bar iron and higher grades of skates have been, generally speaking, somewhat lower in Canada than at comparable points in the United States. In making prices they took into consideration neither the tariff nor foreign competition. They employed a staff of 200. Machinists received from 65 to 75 cents per hour. Some men made upwards of $200 per month. They were able to continue in business only because they controlled a fair share of the home market. Had they not protection, they would lose a portion of the home market and be no longer able to compete with United States manufacturers, who, with larger production and lower costs, could undersell them.

R. L. Graham, Maritime manager of the Consumers' Cordage Co., Limited, appeared on behalf of that company, which operates factories at Dartmouth, N.S., and Montreal, and asked for alteration of customs tariff item 682, admitting head ropes for fishing nets, and Manila rope, not exceeding 1½ inches circumference, for holding traps in lobster fishing, free of duty. They did not find fault with fishermen getting these ropes free of duty, but claimed that large quantities were imported, presumably for fishermen's use, and which were used for entirely different purposes. The company suggested a duty of 25 per cent. with a 99 per cent. drawback where the rope was to be used for fishing purposes. Mr. Graham answered a number of questions about the production and price of binder twine.

The proceedings at Halifax were wound up with an appeal from the Hon. G. H. Murray, Premier of Nova Scotia, for careful consideration of the needs of the iron and steel industry. He presented figures showing that the industry had an estimated pay-roll of $29,400,000 in 1920; paid in royalties on coal, $637,000, and employed 25,000 hands.

"Our population is only half a million," said the Premier, "and you have 120,000 of that population actually dependent on these two great industries of coal and steel. You can therefore see how serious a thing it would be if anything should happen to these industries. . . . The idea that, in a general way, I want to convey to you in respect to these two great industries is, that we are continually apprehensive with regard to the tariff. We have the great Republic to the south of us with her iron and coal industries, and there have been times in the past when there has been danger and there may be times in the future when there will be danger. I just wanted to point that fact out to you."

The Hearing at St. John, N.B.

Nov. 9.—The Commission met in the Council Chamber of the Board of Trade at 10 a.m. R. B. Emerson, president of the Board, welcomed the Commissioners. He was thanked by Sir Henry Drayton.

W. S. Fisher, vice-president C.M.A., spoke first on behalf of the manufacturers of New Brunswick. He pointed out that for various reasons, the agricultural development of the province was along the lines of mixed farming, and as the products of mixed farming were not as readily exportable as grains, the best market was the nearest market. To provide a home market, it was necessary that industrial expansion should take place. Natural resources furnished a broad field for development. Capital was necessary and this would be more difficult to secure were there any departure from the policy of adequate protection.

The growth of manufacturing in N.B. was enumerated. The number of establishments had increased from 628 in 1905 to 1,363 in 1918; the value of output from $23,133,951 to $66,855,078. There were at present about 20,000 people employed, with a payroll of approximately $17,000,000. In St. John city the number of establishments had increased from 114 in 1905 to 275 at present, while output had increased from about $7,000,000 to about $20,000,000. Agricultural development was almost entirely in districts in close proximity to industrial centres. Mr. Fisher then presented lists showing the varied classes of manufacturing in which the people were engaged.

He next illustrated by means of one map how scattered was the population of Canada as compared with the population of the United States, and by means of another map how convenient were the great centres of population of the United States with their highly developed and specialized industries to the Canadian market. The dumping Act was intended to safeguard Canada but it was unworkable in several ways.

"Never in the history of the world," declared Mr. Fisher, "has an attempt been made to overcome such a tremendous geographical handicap in seeking to weld a small body of people into a complete whole." He referred to the barriers that existed, which tended to drive trade north and south, and said that it must not be forgotten, when talking of a Canadian national ideal, that there were a great many people from Europe and the United States, who had not been here long enough to appreciate this. They quite naturally would advocate the removal of all barriers, even if it endangered Canadian nationalism. It was for those imbued with the ideals of Canadian citizenship to join hands in upholding every institution that contributed to a distinctive and independent national life.

As one of the most potent factors towards this end, interdependence in the exchange of commodities was most vital. There must be the cheapest possible transportation, and Mr. Fisher put in a plea for cheaper long haul rates. Dealing with the argument that articles should be manufactured in indigenous territory, he showed by taking the case of brushes, how impossible this would be. The whole Canadian demand for many lines did not offer sufficient volume to manufacture at a minimum profitable cost.

Effect of Exchange

Mr. Fisher then dealt with the exchange situation and declared that Canada's self-respect suffered through having her dollar at a discount, and we should do our utmost to right the trade balance. The protective tariff was necessary to this end. He referred to the establishment of protective tariff by many European nations and overseas dominions and showed how the United States under President Harding would be committed to a higher tariff.

"With the likelihood of our greatest competitors acting in that manner," concluded Mr. Fisher, "it would surely be folly for Canada to grant less protection to her industries than will enable them to expand, pay fair wages to their workmen and enable them to retain the major portion of our home market."

Mr. Fisher was questioned by Sir Henry Drayton with regard to his references to the dumping clause and to long haul freight rates, giving instances to show how the dumping clause was being evaded and how the freight rates handicapped maritime manufacturers in shipping to the West.

L. W. Simms, president and manager, T. S. Simms & Co., Limited, gave an interesting account of the company's business. It was established in a small way in 1872. Up to 1906 growth was slow, but since then rapid, and annual turnover was now about $850,000. In the whole history of the business there were only three years in which practically all the earnings were not turned back into the business. Paid-up capital was $245,000 and they made brooms and brushes. They had a staff of 300 of whom 60 per cent. were male. They had a hygienic plant and operated a residence for girl employees from outside points.

Japan a Competitor

Mr. Simms gave details of the industry showing that 7,500 different classes of raw or semi-manufactured material entered into the construction of their brushes, practically every country in the world contributing one or more of the raw materials. Competition in pre-war days was from the U.S. and Gt. Britain. Japan was now becoming a competitor, and figures were given to show how low were wages in Japan. Their broom business was confined to the east; brushes went all over Canada, while about 20 per cent. of their output went into export trade. The tariff enabled them to hold a substantial share of the home market,

while their export business enabled them to bring down their selling costs. Although their home market was only about 1/15 of that of U.S. manufacturers, they had been able to meet U.S. competition in Newfoundland and practically shut out U.S. competitors.

Their business was built up because of the tariff protection they had enjoyed. Were this removed or reduced American manufacturers, with their larger capitalization, could undersell them. Canadian protection was 17½ per cent. under the British preference, and 27½ per cent. under the general tariff. United States protection was 35 per cent. and had been 40 per cent.

Mr. Simms was questioned regarding wages paid, and stated that they averaged from $4.50 to $5.00 a day for male labor, while girls earned from $7 in the case of a beginner, up to $10 or $12 a week.

Benjamin Sheppard, a broom maker, asked that the Government should protect their means of livelihood by at least retaining the present tariff on brooms. The men were receiving a good living wage which made it possible for them to live in comfort and educate their children. If a depression came in the industry, they would either have to seek employment in some other industry at lower wages or go to the United States.



Waterfront Scene in St. John, N.B.

Lewis Connors, manager of Connors Bros., Limited, stated that the firm was established in 1890. During the first few years they employed in the fishing season an average of 20 employees and distributed in wages $250 per week. In a normal year they now employed about 350 hands and paid wages of $5,000. Value of output had increased from $50,000 to $1,000,000 a year. About 60 per cent. of output was consumed in Canada, the balance being exported. Their prices were as low, if not lower, than those of foreign competitors. If any changes were made in the tariff which would encourage larger importation into Canada, output would be diminished, production costs increased and plants would eventually have to be closed, forcing fishermen and other employees out of the country.

Mr. Connors answered questions regarding the kinds of fish packed by his firm and the number of fishermen from whom they bought. He stated that they were buying the catch of about 500 fishermen, consisting of about 50 hogsheads a day at from $5 to $10 a hogshead.

W. G. Clark, of J. Clark & Son, Limited, dealers in farm machinery, etc., stated that they sold potato machinery principally in the St. John River section of New Brunswick. It was imported for the most part from the United States. The potato growers lived adjacent to the State of Maine and wanted the same kind of machinery as the growers of that state. He claimed that the duty was unduly high on the machinery, and even higher on parts.

Albert George Pressly, shipper in a local cotton mill, said that under the present system of protection, they were enjoying prosperity. Employers had used employees with generosity and had raised wages without asking. They received also a 5 per cent. bonus; participated in a profit-sharing scheme and were covered by insurance. If protection was removed, the company would not be able to do this. Wages would be cut and in the end plants would be closed down. In St. John, cotton mills employed over 500 hands. If the mills closed, it would be hard to get other work without leaving the city. Mr. Pressly answered a number of questions regarding the profit-sharing plan and the wages paid.

James W. Walker, cotton employee and mayor of Marysville, stated that the town had 2,000 inhabitants of whom 650 were employed in the cotton mills, at an average wage of from $9 to $30 a week. Eighty heads of families owned their own homes, valued at $250,000. The company had 190 families living in their rented houses at from $2 to $10 a month, including light and water. Under the bonus system employees last year received $22,000. Mr. Walker enumerated other advantages and said that any adverse change in the tariff would be disastrous to Marysville and would affect Fredericton as well.

Employees Testify

Alfred E. White, yard foreman of the Canadian Cotton Co., Marysville, corroborated the statement of Mr. Walker as to what would happen to the town were the mills to close.

Asa Libby, cotton worker at Milltown, N.B., said that any reduction in the tariff would have a serious effect on the industry there. He stated that conditions were much the same at Milltown as at Marysville.

C. O. Morris entered some complaints about tariff item 412 covering bolts, and asked that the item be changed from *ad valorem* and specific to *ad valorem* only.

W. S. Poole, first vice-president, United Farmers of New Brunswick, and president United Farmers Co-operative Co. of St. Stephen, read the tariff demands contained in the Farmers' platform. Asked as to what he would propose to do to replace the revenue that would be lost, he again read from the platform. Referring to the land tax, Sir Henry Drayton questioned Mr. Poole on the wild land tax. The latter thought that land held for speculative purposes should be taxed. He did not know of any such land in New Brunswick, however.

"How much money do you think the farmers ought to contribute to the national war debt by means of a land tax?" asked Sir Henry.

"I think they are contributing now to the extent of their ability," said Mr. Poole. He admitted they might stand a little more if they were placed in the same position as Canadian Cottons, but it would be a burden for many of them to pay even a dollar an acre on their cultivated land. It was his opinion, however, that such a direct tax would be less than the indirect tax now paid by the average farmer through the tariff.

No Suggestions to Make

Mr. Poole was questioned as to means of raising revenue. He said the farmers were not making enough to pay an income tax, and as to other suggested sources of revenue, he had no definite suggestions to make. It would, he said, have to be left to the Government to devise ways and means. He next answered a series of questions as to the products of his farm and the costs of operating the same. He did not have any definite figures showing what he had sold, but was asked to submit them in writing.

W. G. De Wolfe, president Retail Merchants Association of New Brunswick, presented a resolution of his association asking that the luxury tax be discontinued at the earliest possible date, and that immediate relief be given from the present method of collecting by stamps. He was supported by Robert Macaulay; J. G. Harrison of W. H. Thorne & Co., Limited; H. V. Rising of Waterbury & Rising, Limited; P. L. Higgins, Moncton; George L. Warwick, Wm. Hawker and F. A. Dykeman.

T. W. Caldwell, M.P., president of the United Farmers of New Brunswick, presented a statement giving the views of that organization on the tariff question. It reiterated support of the platform of the Canadian Council of Agriculture. Proceeding, it dwelt upon the present duty on agricultural implements and fertilizers. In the first place the New England States were the natural market for the surplus of farm products. About 80 per cent. of this surplus went to the United States. The duty on implements and fertilizer made it practically impossible for them to compete with the American farmer. Figures were submitted showing the cost of the same machinery in New Brunswick and in Maine, this being made both in the United States and Canada. The result was farmers were leaving New Brunswick and going across into Maine. The same difference in price applied to motor cars.

Mr. Caldwell was asked by Sir Henry Drayton if the farmers' organization would consider a land tax of $1 an acre objectionable, if everything that was used for the farm was made free.

"The feature of the tariff that I object to personally," replied Mr. Caldwell, "is that it is collected by the Canadian manufacturers, or even worse, by the American manufacturers with branch factories in Canada, and does not go into the revenue of the country. I do not think we object so much to the duty collected on goods imported."

"You are objecting to the Customs Tariff," said Sir Henry, "and a duty works just the same in either direction; I mean you have got to have a tariff."

Mr. Caldwell expressed willingness to have a tax on unimproved land but not on improvements. When Sir Henry mentioned the expense in valuing land and suggested a way of avoiding that by having a flat rate, Mr. Caldwell said that the farmers' organization was willing to tax unimproved values. He added that the farmers were willing to make any contribution fair and equitable compared with the rest of the people.

A discussion followed on the income tax. Sir Henry asked whether farmers would be willing to pay on the same basis as the city man, that is to say on gross, instead of net income. Mr. Caldwell replied that the farmer was not exempt on anything the city man was not but only on his fertilizer, seed and cost of production. He was then questioned about his farming operations.

The Session at Moncton

Nov. 10.—The inquiry opened in the City Council Chamber at 10 a.m. J. L. Macdonald, Atlantic Underwear Co., appeared on behalf of the manufacturers of Moncton. After endorsing the position taken by the C.M.A. Mr. Macdonald gave some statistics of the industrial growth of Moncton. The city had a population to-day of 20,000. In 1900 it had 21 manufacturing establishments; in 1918, it had 51. Output had increased from around $1,000,000 in 1900 to over $3,500,000 in 1918. There were over 1,200 employees in the different industries. With dependents, they numbered nearly 4,000 people. They occupied approximately 700 houses. Most owned their own homes. Mr. Macdonald referred to the abundant resources of New Brunswick, but said that capital for their development would not be forthcoming if there was any doubt as to the continuation of the policy of protection.

Mr. Macdonald pointed out that the owners of the industries were not men of wealth, but were the everyday people of the province, and the capital employed was furnished generally by shareholders in sums running from $100 to $1,000. The United States policy of protection has brought prosperity to the people of that country; it would be a safe one for Canada to follow. Other nations were jealously guarding their home markets; why should Canada alone voluntarily assume the role of Cinderella in the family of nations? He was assured that the people of New Brunswick were not ready to see their manufacturing plants close up and their sons and daughters seek employment across the line on account of the home markets being supplied by the Germans and the Japs.

Mr. Macdonald answered a number of questions about his company. He stated that they imported from one-third to one-half their wool from Australia, South America and South Africa, and mixed it with native wool. They bought cotton from the United States and most other raw materials from Canada. They employed from 300 to 400 hands. Girl employees got from $9 to $20 a week and men from $18 up to $50. Their payroll was about $12,000 a month and output from $750,000 to $1,000,000 a year.

A. C. Chapman appeared for the New Brunswick Wire Fence Co., Limited. The company had a capitalization of $32,000 and a rest account of $35,000, which represented the undistributed profits of 21 years. Operating capital was $67,000. They had paid, almost without interruption, a ten per cent. dividend, which was less than five per cent. on the capital employed. Output was about $160,000 per annum, twenty per cent. of which was sold to railway companies and the balance to farmers. Before the war they bought the bulk of their raw material from Sydney, but since then they have had to purchase their wire from the United States, because the Sydney mills had ceased making it. This wire is admitted duty free, while on their finished production they had fifteen per cent. protection.

What Can Be Done

"With this protection, so long as our raw material comes in free, we feel that we can hold the needed proportion of our home market and continue to operate on a narrow margin of profit; but this can only be done under the most efficient management, by careful buying and by keeping our selling cost at the lowest possible figure." Other larger companies had been forced out of business.

Owing to fluctuations in the price of raw materials, it was difficult to make comparison between American and Canadian prices for finished goods, but in normal times, prices were about on a par.

Mr. Chapman explained that they made their own machines, and a machine operated by four men would turn out from 1,000 to 1,800 rods of fencing per day. They had a staff of thirteen and wages averaged from 50 to 70 cents an hour. Men were paid the whole year through, even though the plant might be closed down. This resulted in retaining the staff permanently. They never had any labor trouble. Reduction of the tariff would put the industry out of business.

Questioned, Mr. Chapman said the prewar price of wire was $1.65 or $1.75 a hundred at Sydney. It was now $4.20 f.o.b. Pittsburg. They required about 2,000 tons a year.

The Linen Industry

W. C. Newcomb, president and general manager, Maritime Linen Mills, Limited, stated that they commenced business in 1918, manufacturing linen towels, which were dutiable under the British preferential tariff at twenty per cent. They imported linen yarn from Japan, but looked to the time when yarn would be spun in New Brunswick. Their market covered the whole Dominion, but as towels were one of the classes of goods which, at certain seasons or periods, were difficult to dispose of, they had extended their activities to shirtings, tweeds and shirts, buying woollen yarn in Canada and cotton yarn in Canada or the United States. Markets for tweeds, shirtings and shirts were practically confined to the Maritime Provinces. Their paid-up capital was $24,000. The first year they paid a seven per cent. dividend, but nothing since. Employees numbered about 20. In so far as the lines they made

were concerned, they did not feel that they could operate and retain their home market with less protection.

A. E. Trites appeared as representing, to a certain extent, the farming industry of New Brunswick, and made some observations on the Canadian customs tariff in its relation to the agricultural industry of the province. He pointed out that all conditions in New Brunswick tended to the development of mixed farming. The live stock industry was affected detrimentally by the high freight rates to Montreal and Toronto, and the only relief could come from the development of a larger local market. He therefore urged that no changes should be made in the customs tariff which would in any way adversely affect the manufacturing industries.

He instanced the growth of Moncton, which provided an important market for the produce of the surrounding farms. The home market was the farmers' best market, and an endeavor should be made to attract and develop industries, which could be done most quickly and surely by adequate protection. The farmers were receiving protection on meats, butter, cheese, eggs, poultry, live hogs, etc., and the duties imposed were of material assistance against the dumping of such products when prices were depressed elsewhere. Prices of farm lands were also increased as a result of the growth of industrial centres. He concluded by saying that a general reduction in the tariff would not be in the best interests of the farmers.

Mr. Trites answered questions about his farming operations, and gave information about farm values. He stated that he was president of the Maritime Stock

(*Continued on page* 98.)

INDUSTRIAL STATISTICS OF PRINCIPAL CITIES AND TOWNS OF CANADA FOR 1918

Preliminary Report Compiled by the Dominion Bureau of Statistics

Cities and Towns.	No. Establishments.	No. Employees.	Salaries and Wages	Capital	Cost of Materials	Value of Products
Montreal, Que.	2,375	157,878	$110,196,219	$468,401,480	$291,973,466	$551,814,605
Toronto, Ont.	2,835	106,128	105,509,698	392,945,178	266,580,781	506,429,283
Hamilton, Ont.	685	30,944	31,901,388	142,336,442	114,258,586	188,456,598
Winnipeg, Man.	779	19,181	18,773,622	82,709,029	77,689,693	118,154,995
Vancouver, B.C.	675	18,733	21,281,962	98,434,309	48,758,443	87,786,041
Ottawa, Ont.	404	12,099	10,604,485	37,755,119	24,070,040	42,282,417
Quebec, Que.	424	11,160	6,981,436	35,901,748	16,120,363	32,742,192
London, Ont.	380	10,254	8,702,694	34,547,811	20,505,633	39,104,056
Kitchener, Ont.	172	6,534	5,127,610	20,997,159	14,910,675	30,462,367
Victoria, B.C.	213	4,460	3,858,565	17,136,214	6,528,136	14,551,384
Calgary, Alta.	230	8,685	4,375,609	29,589,495	22,384,639	31,804,133
Edmonton, Alta.	213	3,974	3,469,119	15,981,916	17,582,062	26,107,978
Brantford, Ont.	181	8,288	8,222,396	40,724,243	19,168,364	35,033,226
Peterborough, Ont.	116	4,513	4,203,123	20,322,229	17,858,747	27,504,683
Galt, Ont.	111	4,252	3,891,825	23,334,049	5,699,331	13,410,433
Guelph, Ont.	129	3,005	2,694,679	10,272,367	6,996,457	13,863,404
Welland, Ont.	84	5,718	7,186,418	26,751,880	17,195,633	47,462,268
St. Catharines, Ont.	149	5,497	6,437,964	17,512,116	10,221,637	22,610,388
Sarnia, Ont.	80	2,778	2,846,488	21,841,038	16,536,782	25,547,612
Stratford, Ont.	98	3,077	2,437,150	6,677,584	6,610,261	11,256,815
Windsor, Ont.	162	2,554	2,416,422	20,244,130	4,050,808	11,664,975
Walkerville, Ont.	61	4,905	5,307,885	20,488,155	13,275,916	24,959,349
Owen Sound, Ont.	193	2,682	2,048,270	6,614,849	2,854,277	7,003,954
Sherbrooke, Que.	129	6,327	5,241,145	13,760,176	8,632,901	19,967,254
Three Rivers, Que.	91	5,744	4,118,957	20,764,907	7,636,741	17,706,194
Hull, Que.	49	3,335	2,431,477	11,341,689	7,687,168	15,139,468
Lachine, Que.	47	4,847	6,222,824	35,291,279	15,359,003	27,156,203
St. John, N.B.	280	6,504	5,057,189	26,787,911	16,800,922	28,247,037
Halifax, N.S.	285	8,315	5,689,915	17,848,860	7,130,571	19,339,836
Fort William, Ont.	75	2,411	3,422,773	12,860,318	15,342,633	23,487,689
Port Arthur, Ont.	46	2,412	2,770,781	12,669,135	3,558,923	8,133,822
Regina, Sask.	117	1,578	1,863,494	9,490,593	4,740,395	9,737,737
Moose Jaw, Sask.	69	1,311	1,479,038	9,263,786	14,884,953	18,186,485
Saskatoon, Sask.	121	1,230	1,216,895	4,936,434	4,762,315	7,620,799
Chatham, Ont.	104	2,624	2,190,994	9,193,033	9,377,577	15,179,426
Oshawa, Ont.	56	3,583	3,700,042	12,739,486	18,105,870	30,504,030
Niagara Falls, Ont.	93	3,048	3,275,006	51,199,485	8,013,750	18,406,805
Sault Ste. Marie, Ont.	86	4,154	5,361,241	69,234,987	28,781,533	44,556,426
New Glasgow, N.S.	69	2,635	2,403,816	11,506,872	9,979,597	14,815,223
Valleyfield, Que.	41	2,254	1,455,507	9,309,644	4,024,026	10,569,110
Kingston, Ont.	108	3,116	2,633,523	13,739,158	6,215,657	12,149,450
St. Thomas, Ont.	103	2,543	2,987,622	5,347,809	7,271,345	12,795,216
Ford, Ont.	3	2,813	3,874,054	17,147,553	12,988,897	31,403,785
Sydney, N.S.	75	3,664	4,698,262	104,965,289	38,626,353	61,474,843
1918 Totals	12,796	511,747	$450,609,582	$2,070,916,944	$1,291,751,860	$2,346,589,994

Traffic Managers of Canada Building up Useful Organization.

By W. R. BRYAN.

This is the story of a lusty four-year-old Association, closely allied in its membership and interests with the Canadian Manufacturers Association, and doing valuable work, in co-operation with the railway companies, in improving transportation methods in Canada. The organization has had a rapid growth, and held an enthusiastic annual meeting last month.—The Editor.

IN the Canadian Traffic League, organized October 2, 1916, the traffic managers of Canada have an association that seems destined to play an important part in transportation affairs. It was formed during the stormy days of the Great War by a small group of enthusiasts in Toronto. It has subsequently expanded appreciably, until to-day it has approximately one hundred members, who are located in several of the principal industrial centres of the country.

Just what is the Canadian Traffic League?

For answer, consult the revised constitution that was put through at the recent annual meeting. This is what that document has to say on the subject:

"The object of the League shall be, by the interchange of ideas and the study and discussion of questions of mutual interest;

"1. To promote a better understanding by the public, provincial and Dominion Governments, of the needs of the traffic world;

"2. To secure modification of present laws, regulations and rulings, where they are harmful to the free interchange of commerce;

"3. To advance fair dealing;

"4. To promote, conserve and protect commercial and transportation interests;

"5. To co-operate with the Board of Railway Commissioners of Canada, other regulating bodies, the Canadian Manufacturers Association and similar organizations, and the transportation companies, thus bringing about better transportation conditions generally."

Purposes Mainly Educational

It will thus be seen that the League has mapped out for itself a programme of work that should have far-reaching results in improving the standard and efficiency of transportation in Canada. Its purposes are in the main educational. By bringing transportation managers together for a discussion of traffic problems and by inspiring members to study these problems and put into application the solutions best suited to each, the League is promoting the cause of greater efficiency. Nor is the education confined to members of the League. They in turn become apostles of improved methods to the public generally, who are reached through governments and organizations of one sort or another.

The League's existence has been simply justified by the growth in the membership and the enthusiasm of the members. It originated four years ago as the result of a suggestion thrown out by W. C. Thompson, traffic manager of the Goodyear Tire & Rubber Co., Limited. The same idea had also occurred about the same time to S. B. Brown, assistant manager of the Transportation Department of the C.M.A. An organization meeting was arranged, and on October 2, 1916, with nineteen charter members, the League was brought into being. It had then as now the sanction of the management of the C.M.A. and has always worked in close co-operation with the latter body.

The charter members of the League included the following traffic managers: A. C. Archambault, Wm. Wrigley, Jr. Co., Limited; H. Blahout, Page-Hersey Iron, Tube & Lead Co., Limited; S. B. Brown, Canadian Manufacturers Association; N. M. Ford, Dunlop Tire & Rubber Goods Co., Limited; J. Foster, A. R. Williams Machinery Co., Limited; A. E. Gore, Canadian Fairbanks-Morse Co.; H. P. Howard, Canadian Stewart Co.; R. S. King, Campbell Flour Mills Co., Limited; E. A. Larsen, Swift Canadian Co., Limited; W. E. Minty, Gunns, Limited; A. W. Pengelly, Cowan Co., Limited; C. H. Portch, Canadian H. W. Johns-Manville Co., Limited; A. Scott, F. W. Woolworth Co., Limited; J. W. Spivey, Lever Bros., Limited; John H. Stevenson, Grand & Toy, Limited; W. C. Thompson, Goodyear Tire & Rubber Co., Limited; H. E. Uttley, Harris Abattoir Co., Limited; H. R. H. Williams, Steel & Radiation, Limited.

The League holds monthly meetings, the first Wednesday each month. Hitherto most of the meetings have been held in the C.M.A. offices in Toronto, with an occasional gathering in Hamilton. It is the intention, however, as the membership spreads to other cities, to alternate the meetings so that the interest will be made as widespread as possible. The League now has members not only in Toronto, Hamilton, London, Ford, Ont., etc., but in Montreal and Winnipeg. It is intended to make the organization thoroughly national in scope with a national outlook.

Works Through Committees

The work of the League is carried on by an executive council, consisting of the president, vice-president, secretary-treasurer and five members, together with a number of standing committees, whose designations are railway legislation and bill of lading committee; express traffic committee; rate construction and tariff committee; claims committee; classification committee; export committee; and refrigeration and car service committee. To these committees are referred such questions as may arise in the several departments of activity.

Naturally the progress of the League towards its ultimate objective has been gradual. There has been no idea of rushing matters until the organization could be thoroughly perfected. Thus, up to the present time, the League has not made any public appearance in connection with any of the transportation questions of the day. No doubt, later on, when the membership becomes larger and more representative, such action will be taken. In the meantime, the value of the organization, as already indicated, lies in its educational features. It has already served to bring to the attention of members points that they had not been familiar with before, enabling them to handle traffic more economically and thus save money to their firms. Members have been apprised of the best methods of loading and marking; they have been taught to keep records and as a result claims have been eliminated and much unnecessary work, such as tracing, obviated.

Relation to C.M.A.

There is a close relationship between the League and the Canadian Manufacturers Association. Mr. Walsh, the general manager of the latter, is honorary president of the former. Mr. Brown, the assistant manager of the Transportation Department, was the first secretary-treasurer of the League and is now a member of its executive. Mr. G. P. Ruickbie of the Transportation Department, Canadian Pulp and Paper

Association, has just been elected Vice-president. Further, membership in the League is limited to the traffic managers of industrial and commercial companies and is very largely made up of representatives of manufacturing concerns, which are members of the C.M.A. The League, however, is quite distinct both in personnel and functions from the Transportation Committee of the C.M.A. The latter is concerned more with policies than with practice. The League aims to smooth out difficulties that arise and to facilitate the movement of freight by co-operating with the railroad companies. In fact, the latter feature is very prominent in the work of the League, and it has been cordially endorsed by such railroad officials as have addressed meetings of its members.

Starting in a modest way, the League has not yet established its own office, nor has it a salaried staff. These are both developments that will come later on. At the last meeting membership fees were raised somewhat with a view to obtaining funds which might be used or required for hiring people to compile information, to publish charts and to perform other services of this kind. Other features will be added from time to time as the organization becomes more firmly established.

Annual Meeting Held

The annual meeting of the organization was held in Toronto on Wednesday, November 3, the council chamber of the C.M.A. head office being filled to overflowing with members. The proceedings were followed with much interest by all present, evidencing the value which the League has attained in the eyes of those associated with it. The constitution and by-laws were revised and placed on a more comprehensive basis. Hereafter there will be three classes of members instead of one. An honorary membership has been created to take in those who, while not directly engaged in traffic management, are interested in the subject. Next come the active members who are limited to those actually employed as traffic managers. Finally, there are now associate members, comprising assistants and juniors in the traffic departments.

Guests at Banquet

At the annual banquet held in the evening the chief guest was D. B. Hanna, president of the Canadian National Railways. There were also present: J. E. Walsh, general manager of the Canadian Manufacturers Association; Acton Burrows, editor of the *Railway and Marine World;* R. W. Long, Division Freight Agent, G.T.R., Toronto; M. H. Brown, Division Freight Agent, C.P.R., Toronto; Wm. Grant, District Freight Agent, C.P.R., Hamilton; and G. C. Martin, General Traffic Manager, T. H. and B. Railway, Hamilton. All the speakers united in approval of the idea and purpose of the League, and Mr. Long went so far as to say that it was the best thing that ever happened in railway relationships. He thought that the railway companies should welcome the formation of the League, for the work it aimed to do would be of great advantage to them.

President Hanna of the C.N.R. devoted the major portion of his speech to the subject of the development of export trade. He believed that the manufacturing interests of the Dominion should co-operate with the railways in an effort to develop a greater Canadian export trade. The fleet of the Canadian Mercantile Marine, numbering seventy-seven ships, representing 404,000 deadweight tons, was at their disposal, Mr. Hanna said, and the day is near at hand when the Canadian flag will fly at the masthead on the seven seas. He was prepared to put steamships in service between Canada and any foreign country where the business justifies the establishment of it. So far as the Canadian Mercantile Marine was concerned, it did not want a five cent piece of subsidizing by the Government. This was one of the things that should give the manufacturers and the steamships great hope, and it was most important that new markets for the Canadian export trade be established if Canada expects to get rid of the heavy debt which has been piling up.

C.N.R. Employees

"A great amount of criticism has been levelled at me because I will not permit employees in the service of the Canadian National Railways to accept nominations for Parliament," asserted Mr. Hanna. There has been no attempt on my part to prevent an employee exercising his franchise as a citizen, but when he decides to become a politician the whole



Immense Railroad Yards at Winnipeg

country is open to him. We employ men to work and not for the purpose of a divided interest. It is not practical and as the question has been camouflaged by so many people saying that the liberty of the employee has been usurped, you can readily see the foolishness of it. As long as I have the power to say—and the Board of Directors back me up—we will not permit politics to interfere with the operations of the Canadian National Railways or the Canadian Mercantile Marine. So far as the present Government is concerned, no attempt has been made to interfere in any shape or form in the carrying on of our work."

Question of Freight Rates

Referring to the application of the railways for increased freight and passenger charges, Mr. Hanna declared that no country in the world enjoys lower freight and passenger rates than Canada. They were much lower than in New South Wales (Australia), Great Britain and Germany.

He believed that Canadians did not realize how much they are indebted to the railways for the low rates furnished by Canadian railways compared with those of other countries under the British flag. As an illustration of this point, Mr. Hanna said that the Canadian railways had to haul one and a half tons of freight a mile to earn the price of a five-cent cigar. The increase of rates had not increased in proportion to wages now paid railway men. In 1913 the average wage paid was $706 per year; 1920, $1,860 a year; while the recent increase granted will bring it up to $2,000 a year. Mr. Hanna asserted that he was just as anxious as the men to see that they were given a good living wage, but, at the same time, rates should be increased so as to meet the high wages paid. "I know of one case of an engineer, running on a small branch line, who is paid over $5,000 a year," said Mr. Hanna. "And another instance where a station agent, who sees a train once in a while, and takes down a red lantern at night, receives $350 a month.

Country is Prosperous

"I have just returned from a tour of inspection of 10,000 miles of the Canadian National System, and I found nothing but a great wave of prosperity permeating the whole country. I am bound to say that I have never seen a better outlook for the coming Spring. I am satisfied that next year there is a possibility that we will have another 1915 crop. If that be so, it means more business for the manufacturers and the railways, providing we can get rid of the existing condition of unrest respecting unemployment. What has been the basis of the prosperity of the United States? It has been based on the development of five natural resources—mining, fisheries, lumber, agricultural lands and water powers. We have all these resources. The experimental stage of development is past, and it is up to Canada to get busy if she hopes to keep abreast of production by the Republic to the South.

"We should in some way encourage immigration by co-operating as a great family, so that we may give to the present generation a better environment than they enjoy in the Old Land. We should not populate Canada with any race but the English-speaking classes. If I had my way, that is what I would insist upon. The business interests of Canada can do much towards bringing about such a condition. In fact, we should keep in mind one thought: 'Bring to, and give to, Canada the best people that we can get."

A hearty vote of thanks was tendered Mr. Hanna by J. E. Walsh and Thomas Marshall, traffic managers of the Canadian Manufacturers Association and the Toronto Board of Trade, respectively, on behalf of the members. A. W. Bell, Oshawa, the retiring president, presided.



F. W. Dean

Traffic Manager, Steel Co. of Canada, Limited, Hamilton; President, 1920-21, Canadian Traffic League

The officers of the Canadian Traffic League for 1920-21 are the following:—Honorary president, J. E. Walsh, general manager, Canadian Manufacturers Association; honorary vice-president, T. Marshall, traffic manager, Toronto Board of Trade; president, F. W. Dean, Steel Co. of Canada, Limited, Hamilton; vice-president, G. P. Ruckbie, traffic manager, Canadian Pulp and Paper Association; secretary-treasurer, A. H. Thorpe, William Davies Co., Limited; auditors, W. E. Minty, Gunns, Limited, and H. Blahout, Dunlop Tire and Rubber Goods Co.; Executive Committee, S. R. Brown, Canadian Manufacturers Association; W. S. Campbell, Canadian General Electric Co., Limited; W. R. Caldwell, Dominion Canners, Limited, Hamilton; N. Boyd, Gutta Percha and Rubber, Limited; L. R. Howe, Toronto Board of Trade.

Good Progress Made With Lignite Plant

ACCORDING to a report appearing in the *Public Service Monthly* of Saskatchewan, good progress has been made on the erection of the demonstration plant at Bienfait for the Lignite Utilization Board, although there has been such extremely slow delivery of some of the material required that it will be impossible to have briquettes on the market as early as anticipated.

To date, the Board has let the contracts for the supply of all buildings and equipment with the exception of carbonizers, piping and housing. Plans and specifications for the carbonizers have been distributed and the piping layouts prepared and the whole question of housing has been arranged and drawings and specifications are being completed.

Important Problems Solved

The two most important problems solved by the Board before work on the demonstration plant was begun, were the carbonizing and briquetting of lignite coal.

As mentioned in a previous article, the Board was forced reluctantly to the opinion that no commercial carbonization of lignite had ever been undertaken and thereupon set itself to devise a type of apparatus that would carbonize lignite under commercial conditions. This was successfully accomplished and during the months of July, August, September and October experimental runs were made on the carbonizer in Ottawa. The net result of the experiments was that the Board became convinced that the problem had practically been solved. This fact enabled the chairman to announce at a public meeting of the Board, held in Winnipeg in October, 1919, that the Board had decided to proceed with the erection of its main plant.

The difficulties confronting the Board on the question of briquetting were not so large as those of carbonizing, and yet the economic aspects were serious. It became apparent that the published results of briquetting experiments conducted by other investigators on anthracite were not at all applicable to the briquetting of carbonized lignite. As an example of this fact it may be noted that to produce a good briquette from carbonized lignite requires almost double the quantity of binder necessary to make a correspondingly good briquette from anthracite fines. This condition made it essential that the Board should know beyond peradventure the minimum amount of binder necessary to produce a first quality briquette in order to judge of the future cost of such a product.

During the progress of the Board's investigations the following substances have been tried as binding material.

Coal tar pitches, hard wood tar pitches, sulphite liquor pitches, lignite tars, asphalts, petroleum pitches, cement, resins, starches, flour and flour screenings, water glass, waste straw jelly, etc.

Some of the Preventable Causes of Fatigue

A COMMON SENSE SUMMING UP

By THE SECRETARY
Committee on Industrial Fatigue

In the June Issue of INDUSTRIAL CANADA, *we published an article telling of the formation of the Committee on Industrial Fatigue, and giving the names of those comprising its membership, together with an account of the purpose for which it was created. This article was of a general nature. We now give readers of* INDUSTRIAL CANADA *a second article of a somewhat more practical character, which goes more minutely into the causes of fatigue.*
—The Editor.

THE problem of "Fatigue" in industry which has been receiving a great deal of attention in recent industrial literature and will, it may be prophesied, receive a great deal more is, of course, an old problem. The fact that it is coming so much to the fore at present is one of the many signs that the necessity of allowing for the "human element" in industry has been recognized —and this not on humanitarian grounds alone but also on the grounds of practical common sense. Other signs are apparent in the fact that departments known as "Industrial Relations Department," "Welfare Department," "Mutual Help Department," "Service Department," and the like, are becoming almost universal in any large concern.

Some Effects of Fatigue

Now fatigue in its various aspects—its *detection*, its *prevention or control* and its *effects*—is probably the biggest factor in the "human element" problem presented to industry. While its effects cannot be precisely shown either in the figures of sickness records or in the curves of output charts, they are none the less present in both. Although "fatigue" may not be explicitly stated in any sickness record as a cause of absence, the chances are that it is a contributing factor in very many of the causes which are stated. It plays its part doubtless in the time lost "for personal reasons" and equally, though less obviously perhaps, in the time lost through specific illness, not only such as general debility or mental illness, but also such as, say, bronchitis or some infectious disease where fatigue caused susceptibility. Similarly, fatigue is either an absolute or a contributing cause of lateness, slowing down (whether voluntary or involuntary), accidents, spoilt work and the like. Again it may be suspected as having something to do with friction between employer and employee and with the general spirit of unrest and discontent.

What "Fatigue" Means

And now it might be well to ask ourselves "what *is* this fatigue which evidently plays so large a part in industrial inefficiency? What exactly do we mean when we say that certain workers are industrially fatigued?" In the first place "fatigue" is not merely another name for tiredness. Tiredness is a symptom of fatigue, but the fatigue itself may have been doing its enervating work in the human frame, throwing off at the same time its inevitable effects in the way of inefficiency, long before the symptom of tiredness appears. Workers who are suffering from industrial fatigue are not simply workers who feel tired—whether they feel so or not depends on the stage of their fatigue. They are workers whose capacity for work is steadily, day by day, diminishing. And here we see the reason of the argument which is becoming so common—namely, that it is in the employer's own interests, in the interests of his cash profits, to put it crudely—that fatigue should be eliminated as far as is humanly possible. A workman whose capacity for work is diminishing day by day will be, almost inevitably, one whose efficiency also is diminishing day by day.

Causes of Fatigue

The first step towards reduction of fatigue is recognition of its causes. Perhaps the clearest way of getting at these is to sub-divide them in our minds into *circumstantial causes* and *personal or individual causes.* Under the first class will come all the material conditions of a man's working and home life, as for instance hours of work, kind of work, housing, food, etc. Under the second all the factors to do with a man's individuality,—his age, his health, his private worries, his adaptation (both physical and psychological) to his job.

The Chief Cause

This last factor is the crux of the whole matter. There is scientific support for the view that if the problem of industrial fatigue is to be solved—if, that is to say, fatigue is to be reduced to its lowest possible degree—it will only be through study of this point—the question of the *adaptation (both physical and psychological) of the worker to his job.* This is a subject far too wide and too technical for the scope of the present paper. It is mentioned here in passing simply because no consideration of fatigue could be complete which did not recognize this problem as the central one which confronts every employer of labor and the most subtle one of all the many subtle ones which an employment manager has to face.

Other Causes

The simpler and more concrete causes of fatigue, that is to say those grouped under the main heading of circumstantial causes must be sub-divided again in our minds into two classes—*those connected with working conditions* and *those connected with home conditions.* These last include questions such as housing, cheap amusements, public parks and libraries, etc., and are the concern of all interested in the welfare of humanity, whether they be legislators, government officials, social workers or private individuals.

Causes of Fatigue Due to Working Conditions

These are the peculiar business and responsibility of employers, and are briefly as follows:—

I. *HOURS OF WORK.*—From the practical point of view of industry the question here is largely an economic one. It obviously does not make for economic production habitually to pay full wages to employees for time when owing to fatigue they are not doing full work. Purely for its own prosperity it is necessary for each industry to discover what is the "right" length of working day for its employees—for how long each day, that is, the normal employee may with reason be counted as worth his pay. The answer necessitates for each individual plant a consideration of its peculiar demands on physical and nervous strength, the environment it offers, the nationality and calibre and class of its employees. The common sense at the bottom of all questions of hours of work is well seen in a statement of a British foreman about Sunday work at double pay during the war. He held that it "gave six days' output for seven days' work at eight days' pay."

II. *ENVIRONMENT.*—The next question is the employees' working surroundings. If wastage from fatigue is to be

kept at its lowest all unnecessary causes must be eliminated. Among unnecessary causes are (*a*) *bad ventilation*, by which the worker is forced to breathe vitiated air; (*b*) *insufficient light* (either natural or artificial), inducing a sense of strain; (*c*) *insufficient space*, causing either physical or nervous discomfort or both; (*d*) *extremes of temperature necessitated by particular processes*, either excessive cold, which makes abnormal demands on the workers' vitality to keep warm or excessive heat by which the worker is enervated and rendered languid; (*e*) *disagreeable though harmless smells*, which cause irritation and discomfort.

In addition the more (*f*) *psychological factors in the question of environment and fatigue* should not be ignored. The appearance of a room, the color of its walls, its neatness and order all play some part in the fatigue or freedom from fatigue of its occupants.

III. *PHYSICAL AND NERVOUS STRAIN.*—The next point for consideration is the actual demands made upon the human organism by the different kinds of work or processes. The points to look for are the following:—

(*a*) *Speed.* It is a well known fact that for each individual there is a "right" speed, that is to say a rate at which he can continue working without unduly "fatiguing" himself and starting the decline of his energy. Where a speed in excess of this "right" speed is imposed on a worker, either by the greater natural rate of his companions or by the rate of machinery, there is inevitably a strain, both physical and nervous, to keep up and fatigue may be expected to follow.

(*b*) Similarly there is for each individual a natural *rhythm* or swing, that is a natural and unconscious apportioning of the time spent on each movement in a series of movements. Here also a man's best work will be done, with the least waste of energy, if he is allowed to observe this natural rhythm of his own and as far as possible to work in any co-operative work with those whose rhythm is most like his own.

(*c*) Again, as regards *rest periods*, which are recognized as necessary in some processes, there is a "right" moment for the rest period to occur and a "right" time for it to last. In some plants experiment has shown that a ten-minute break in each hour has greater recuperative power and is therefore more economical than a twenty minutes' break in each two hours.

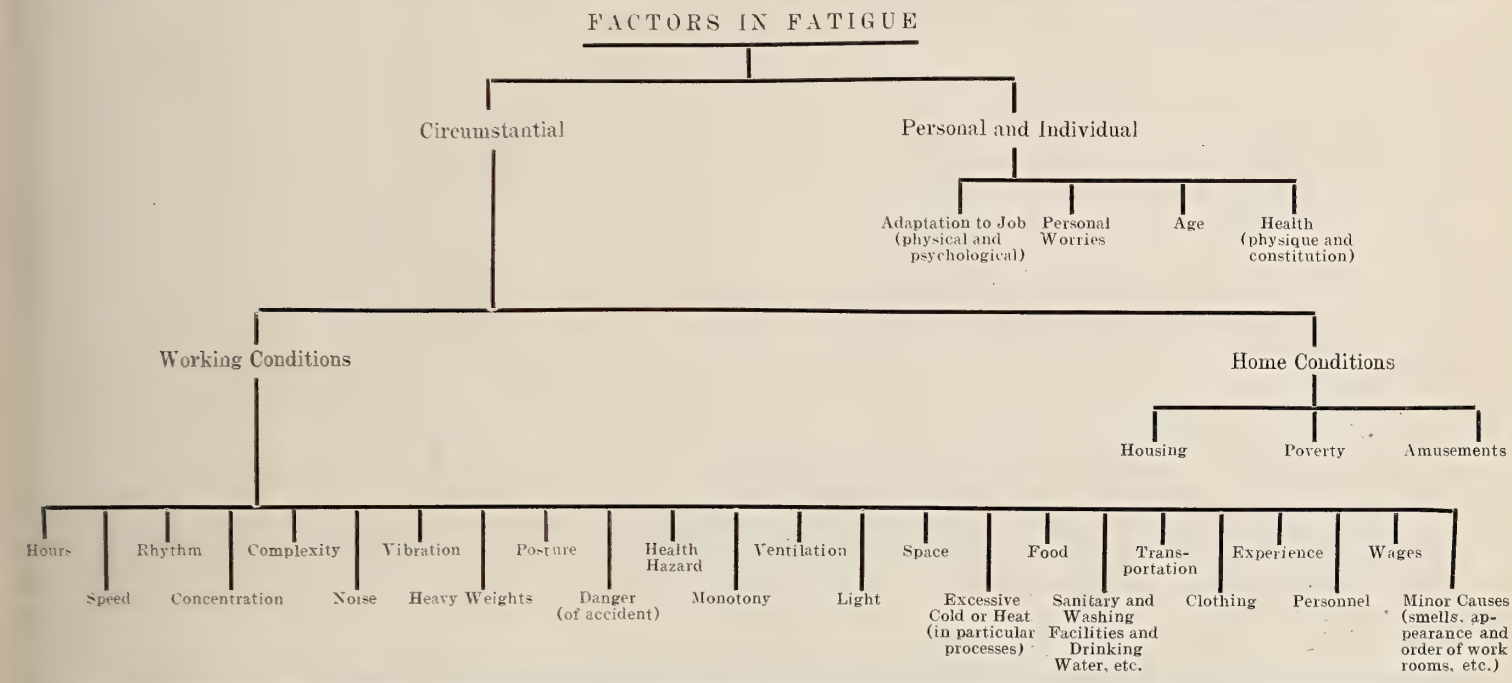
Scientifically appointed rest periods are required not only for recuperation from the stress of speed, but equally for recuperation from the stress of work of great precision calling for a high degree of (*d*) *concentration of the faculties*, and in work necessitating (*e*) *complexity of movements*, as in telephone operating, where sight, touch and hearing must work in the closest co-operation. *Physical strain*, resulting either from necessity of (*f*) *lifting heavy weights* or from retaining a tiring (*g*) *posture* is another common cause of fatigue. Here the necessity of selecting only such workers as are not initially handicapped by poor physique is, of course, of paramount importance. As regards posture a great deal can be done simply by giving consideration to the choice of chairs and tables, etc., with a view to allowing the worker to take up a natural, comfortable and unstrained position. An experiment on these lines recently made in a Toronto firm gave practical proof that uncomfortable posture had been causing fatigue and reducing output, since after the introduction of carefully chosen chairs and tables the output hitherto attained by twenty operatives was equalled by sixteen operatives.

(*h*) *Noise and Vibration.* These must also be recognized as factors in the fatigue problem. The claim that "workers are accustomed to them" may be true of the normal experienced worker in average good health. It must very often be untrue of the beginner, the latent neurasthenic and even of the normal experienced worker when temporarily below par. A social worker in a certain plant recently volunteered the opinion that the increase in lost time which occurred in one room in the plant over other rooms where similar work was being done was due in great part to the fact that the workers concerned were exposed to the continual roar and throb of great machines.

(*i*) *Monotony.* This though an unavoidable element in every industry, is one of the most fruitful sources of fatigue. The only solution, apart from the wider question of providing healthful recreation during non-work hours, seems to be the commonsense and obvious one of alternating different kinds of work. This has been tried in some plants and has been proved possible and useful.

(*j*) *Accident and health hazards.* It will readily be granted that failure to guard against accidents and to reduce as far as possible health hazards, exposes the worker not only to the accidents and the occupational diseases themselves, but also to unnecessary nervous strain. The shock experienced at the occurrence of any serious accident, irritation where either accident or illness is attributed to managerial neglect, each man's fear of being

(*Continued on page* 98.)



Contrasts of Half a Century Point to the Benefits of Protection

REMINISCENCES OF A BRANTFORD MANUFACTURER

By W. A. CRAICK

This is the first of a series of interviews with Canadian manufacturers, whose association with the industrial life of the country enables them to look back for forty years or more and contrast conditions as they were then with what they are now. The picture thus painted will serve to illustrate how important has been the application of the principle of protection in building up industry and providing a market at home in Canada for the products of the farm.

SEATED in his capacious private office, on the walls of which hang ranged the portraits of several pioneers of industrial enterprise in Brantford, Mr. C. H. Waterous, president and general manager of the Waterous Engine Works Co., Limited, gave me recently some exceedingly interesting recollections of earlier days in this busy manufacutring city. His memory can carry him back well before the adoption of the National Policy, when Brantford was a small town and when such of its industries as still survive, were carried on in a very limited way.

"Brantford used to be at the head of navigation on the Grand River," explained Mr. Waterous, "and that is what gave the place its early importance. I can recall how the street just above the canal used to be filled with wagons of grain after the harvest. These were unloaded into the warehouses along the canal and thence the grain was transferred to barges, in which it was taken down the river to Buffalo.

"All this section of the city where this plant now stands and where you will see other large industries located, was in those early days covered with clumps of trees. Yonder, where a populous section of the city now lies, were hop fields. The old swimming hole, to which we boys used to race after school, was just over there at that bend of the river, and it was about here that we used to start pulling off our clothes preparatory to a dip.

"This industry was located in the centre of the city right where the post office is now. It started in a very small way in 1844, being little better than a blacksmith shop. My father became associated with it in 1848. The first motive power was a horse, which shows how primitive were the beginnings. What did they manufacture? Well, to begin with, the first products were stoves and ploughs, both being articles that were badly needed by the settlers all in through the country to the north and west. The iron, you may be interested to know, was secured from Normandale, down near Lake Erie. It was made from bog ore. Those andirons in the fireplace there are samples of it. Later on, the company gradually added various lines of machinery and engines and boilers to their list of products.

"The original plant was a small frame building, not as large by any means as our present office building, and I suppose the space occupied was not one-twentieth of the area covered by our present shops. The frame building was superseded by a brick building and, as the business grew, additions were made from time to time until we covered about two-thirds of the post office block. We moved to our present site in 1896, since when the plant has been practically doubled in size."



C. H. Waterous

President and General Manager Waterous Engine Works Co., Limited

The story of the growth of the Waterous industry, which is typical of many others in Canada, has been contemporaneous with the development of the country's natural resources. Mr. Waterous tells graphically of the way in which the expansion of the lumbering industry has played its part in bringing business to the plant. Back in his boyhood days, lumbering flourished all through the western peninsula of Ontario, and much of the lumber sawn was shipped down the Grand River from Brantford. The Waterous Company did its share in equipping the sawmills that sprang up here and there in the district. Later, when the timber was pretty well cleared away and the lumbermen crossed over into Michigan, the Brantford industry continued to supply them with sawmill machinery, the reputation of their product having become well established.

Mr. Waterous attributes to the passing by the Ontario Legislature in 1897 of the Act requiring that all timber cut on Crown lands in Ontario be sawn within the province, a great deal of the credit for the industrial development of Canada.

"American lumbermen, having cleared out their own forests, were coming across into those portions of Ontario adjacent to Lake Huron and Georgian Bay, and securing timber limits there. All they did was to fell the trees and float the logs across to their big sawmills in Michigan. This kept the American lumbering towns alive, but did nothing for Canada. When the Ontario Act was passed, an immediate change took place. Sawmills were built all around the shores of Georgian Bay and Lake Huron, towns sprang into existence and money was kept and spent in our own country.

"While this is not exactly a case of the application of a protective tariff to build up industries, it is a similar procedure, and its shows what can be done to increase our population and create business by requiring the manufacture of lumber in the country instead of sending the logs away to be sawn elsewhere. The legislation making it compulsory to manufacture wood pulp in Canada, from pulpwood cut on Crown lands, is another example of what can be accomplished, for the pulp manufacturing industry has grown to great importance of recent years, largely as the result of the adoption of this policy. To our own industry, the development of pulp manufacturing

has meant the receipt of large orders for machinery, which otherwise would scarcely have materialized."

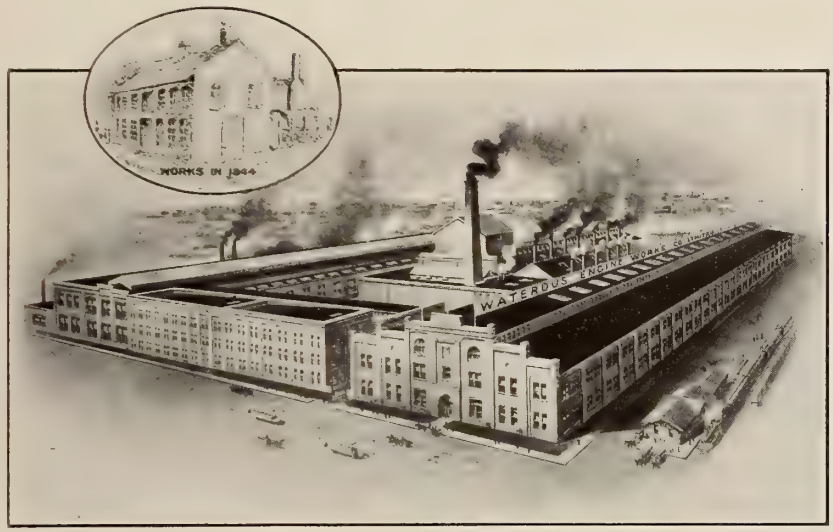
Mr. Waterous is inclined to be mildly critical of the contention that industrial development in Canada is responsible for drawing people away from the farm.

From Country to Town

"It is perfectly true," he admits, "that people are leaving the country and concentrating in the towns and cities, but that is nothing new. They have always done it and I suppose they always will do it. Many of our smartest men and women, leaders in every walk of life, have come from the farm. What I wish to emphasize is that, if we don't get the boys and girls from the farms in our own Canadian cities and towns, we are going to lose them, as we used to do, to the cities and towns across the line. Is it not desirable, therefore, that, if the movement from country to city is destined to continue, such opportunities should be afforded in Canada as will serve to keep our young people in their own country? We want to have opportunities for them in manufacturing industry and this, I contend, is one very sound reason for maintaining such a tariff as will tend to bring new industries into existence and preserve those already doing business. I am glad to observe that conditions surrounding rural life are becoming more pleasant. The building of good roads, the introduction of the automobile, the extension of the telephone, and the increasing use of labor-saving devices are all tending to make the lot of the farmer and his wife better. I hope it will not only keep the young people on the farms but attract city folk back to the farms. At the same time the movement cityward is still a big factor and I want to see it so directed that we will lose as few people as possible."

Growth of Brantford

The City of Brantford itself, judging by its growth in population, has been successful in diverting not a little of the flow from country to city to its borders. It has been a typically prosperous industrial centre, adding each year to the number of its manufacturing establishments and thereby increasing the extent of its opportunities for work and advancement. It is a long cry from the Brantford of pre-railroad days, when the grain and lumber of Western Ontario were shipped down the Grand River in barges, to the Brantford of to-day, with its steam and radial railroad services, its street cars, its miles of well-paved streets, its fine public buildings, its parks and its squares, its mammoth factories and above all its thousands of prosperous-looking homes. Mr. Waterous has seen the gradual transformation and he knows, as do the big majority of his fellow-citizens, that there would be no Brantford of such proportions and such possessions to-day had it not been for the encouragement afforded to industry by the application of the protective tariff. There have been enterprising citizens and there have been other factors which have given Brantford a boost towards prosperity, but underlying all has been the indispensable tariff. Without it, many industries could never have been established, while others could scarcely have found it possible to reach their present proportions.



A 75-Year Contrast

The First Works of the Waterous Engine Works Co. Limited Compared With Those of the Present Day

The growth of Brantford stands clearly revealed in the census figures. Going back to 1871, when the first census of the Dominion of Canada was taken, it is found that the population of the place was then 8,107. To-day Brantford has attained a population of 32,786, which is four times what it was in 1871 and almost double what it was in 1901.

So far as industrial growth is concerned, an examination of the self-same census of 1871 shows that for the whole of the riding of South Brant, the capital invested in manufacturing industry was $494,190; the number of hands employed was only 1,237; the amount of wages paid for the year was just over $300,000; the value of the raw materials used was slightly under $1,000,000 and the products manufactured were valued at $1,850,627.

Contrast these figures with the recently issued figures of the Bureau of Statistics for 1918, and the amazing extent of the industrial expansion of Brantford in the past half century is graphically illustrated. In 1918, on the Dominion Government's basis of estimating, there were 181 industrial establishments in existence within the city, these having a combined capitalization of $40,724,243 and a staff of workers numbering 8,208. In wages paid, there was expended $8,222,296, and in raw materials purchased, $19,168,364. The value of the products manufactured was over $35,000,000. All these figures were very much in excess of previous years though there is no doubt that they will be far surpassed by the figures for 1919 and 1920 when these are issued.

Eighty-six Industries

The Brantford Chamber of Commerce reports eigthy-six industries in the city, of which sixteen are branches of United States factories. Within the past year such important branch industries as those of Robbins & Myers, Springfield, Ohio; J. and J. Cash, Inc.; H. K. Ferguson Engraving Co., Cleveland, Ohio, and the A. C. Spark Plug Co. have located in Brantford, demonstrating the way in which a protective tariff tends to draw industries into the country. The products of Brantford industries are almost too numerous to mention but include agricultural implements, binder twine, biscuits, boots and shoes, carriages, cigars, emery wheels, enamelling ovens, engines, hosiery, kitchen cabinets, motors, paints, phonographs, pumps, refrigerators, scales, sleighs, sporting goods, stoves, tractors, underwear and many other useful articles.

Some City Dates

Brantford was incorporated in July, 1847, just three years after the Waterous industry was established. The first council meeting was held on September 9, 1847. By October 5, Brantford had built its first town hall. In 1851 the county buildings were erected in Brantford. Industry expanded, and when, in 1854, the Buffalo, Brantford and Goderich Railway reached the town, its place on the map was assured. Brantford became a city on May 31, 1877. Its history affords a very striking illustration of what industrial development when guided by the hands of loyal citizens can do to build up a community.

The story of the Waterous industry is typical of that of several other Brantford industries and in fact of many industries all over the Dominion.

The Company Paper's Part in Improving Industrial Relations

By J. L. CHARLESWORTH

EFFICIENT work, contented employees, safety and a low labor turnover are conditions which every modern manufacturer is anxious to secure. In fact, once they are secured the problem of industrial relations may be considered as solved. At these ultimate results all welfare work is aimed, and in such work the company paper plays a part by no means unimportant.

There are many schemes calculated to improve the internal conditions of a plant; the company paper should be the consolidation of all the rest. Publicity should be given in it to everything that is done for employees. If one is promoted for good work the others should know about it. When a group insurance scheme is adopted, it should be explained in the plant organ. In short, everything that employees can be told about the company's affairs should be made known to them, and such information can best be disseminated by means of the company paper.

Canadian Plant Organs.

That Canadian manufacturers have not overlooked this means of improving industrial relations is evidenced by the number of companies that publish weekly and monthly papers for their employees. The latest is the Steel Company of Canada, whose publication, the *Stelco News*, was started last July. Other firms in the list are the Laurentide Company, the Goodyear Tire & Rubber Company, the Spanish River Pulp & Paper Mills, and the Brompton Pulp & Paper Company.

In view of the fact that the usefulness of a company paper has been demonstrated both here and in other countries, it may be of value to consider what the objects of such a journal are, and how they are best achieved.

In the first place, such a publication should be the outcome of other welfare work. It can do nothing alone. If workmen have reasonable grounds for thinking that the company is not treating them fairly, the conditions of which they complain must be rectified before the company paper can exert any influence. On the other hand, if discontent is spreading without any valid reason, the work that the plant organ can do towards putting matters in their proper perspective is invaluable.

As with any journalistic enterprise, an editorial policy must be fixed upon before a line is printed. In answer to an enquiry, the editor of *Stelco News*, Mr. S. E. Lebrocq, sent a statement of the objects of his paper, that is typical of the policy adopted by most firms that embark on such an undertaking.

"*Stelco News*," he says, "is published for, and in the interest of the employees of the Steel Company of Canada, Limited, and the same is to promote a closer relationship between working units and to establish a spirit of good fellowship among co-workers.

"May I tell you something else that I think needful to a good publication for distribution among one's own people? It must emanate from the head of the firm, from the management, naturally. And the biggest, broadest-minded man you have shouldn't be too busy, nor his time thought too valuable, to be spent in this direction. But along with that there should be secured, I think, the viewpoint of at least one of the humblest workers you have. And the message of the one should be interpreted in terms of the other.

"I don't quite know how this can be done; I believe with a sincere effort it can be done. It might be that in some dull, routine work where the monotony would give the characteristically workman's viewpoint that I mean, you might find someone with just enough ability to express the message of the management in a way that would make it pleasing and convincing to his fellow-workers. Or you may need a real editor with the gift of good-fellowship sufficiently developed that he can make friends with your factory people, win by genuine merit their confidence, learn their problems, and in this way not only carry your message to them, but theirs to you."

—Miss Margaret Wade,
Editor of "McClary's Wireless."

For Esprit de Corps

"We believe that employers of labor are beginning more and more to realize that the success of their undertakings is largely contingent on the *esprit de corps* existing in their organization, and to create this condition we know of no means more effective than the publication of a plant organ.

"The aim of this publication should be to represent every worker in the plants, and make them realize that THEY constitute the Company—that their interests are also the Company's interests. The publication should also be of an educational character. If the Company is a manufacturing one this paper should be the means of educating the workers in the products manufactured, while at the same time it supplies a very effective medium for propaganda along accident prevention and fire prevention lines."

Another matter, that arises at the beginning of such an enterprise, is the selection of an editor. In the opinion of persons whose intimate association with the work of bringing out plant organs enables them to speak with authority, success or failure, primarily depends on him. "Of one thing I am absolutely convinced," writes W. McE. Bowden, of the Laurentide Company, "That is that in order that a company paper, run for the benefit of the employees, be a success, it must be handled by a man of imagination and enterprise who has a good deal of personality and a good deal of interest in his fellow-workers. The ordinary type of newspaperman cannot fill the bill."

Value of Variety.

So far the establishment of most company papers runs on parallel lines. But when the policy is settled and the editorial chair filled by a man of intelligence, imagination and sympathy, the possibilities for variety are infinite. Variety is an indispensable attribute to a plant organ; everything printed in it should be read by a majority of the employees at least, and the editor cannot afford to neglect any measure that will further this aim.

The *Spanish River News*, published at Sault Ste. Marie, for employees of the Spanish River Pulp and Paper Mills, has made a specialty of printing items that will attract its readers' attention. Every number contains some piece of news that will be of importance to some of the workmen. Now it is a contest, now the announcement of a picnic or dance. The idea is to make the paper of real value, so that one looks to it for news.

Personal items, if properly handled, assist in gaining readers for the paper. Everyone likes to see his name in print, and the harmless vanity can be capitalized. Let the employee understand that good work will receive recognition, and he will try to deserve it. Tell the world when he gets married, when he acquires a Ford, or a new baby, and he will feel more than a cog in the machine. A healthy self-respect usually conduces to good work.

Some other means of making the plant organ a live factor were recently collected by *Factory* from letters of their

correspondents. One company printed a picture showing their print shop in one of their issues. Workmen, naturally curious about mechanical processes which affect them directly, were anxious to learn about the way their own paper was brought out, and the company found that they were twice as eager to read it as before.

Another firm offered to bind the issues for one year provided each one was preserved. Many of the employees kept all their papers carefully and watched for the announcement telling how they would be bound. Instructions were printed in the paper telling how copies were to be prepared for binding, and a number of employees took advantage of the offer.

The Laurentide Company, who practically created the town of Grand-Mère, Quebec, have a highly-developed system of industrial relations. It includes homes for employees, a library, a gymnasium, a club house and golf links. With the numerous activities implied by these and other institutions the company paper finds no shortage of news material. One of its features is striking and may commend itself to other manufacturing firms who employ foreign labor. The Laurentide Company have in their employ both French and English workmen. Their paper, *The Digester* or *Le Digesteur*, is printed in both languages, alternate columns being used for the same news. By delicately emphasizing the quality of both languages, the danger of racial jealousies is avoided, and every reader of the paper has a chance of improving his knowledge of French or English by comparing the printed translations.

The services which the company paper can render are numerous. As stated above, it should be the consolidation of other welfare schemes aimed at securing a contented and efficient personnel. The open discussion of all problems affecting such an aim should be encouraged. Every worker should be invited to contribute suggestions and constructive criticism. If this is done, if employees feel that fairness to all is the company's object, they will not listen readily to Bolshevistic agitators. The copy sent in may be ungrammatical, illogical, badly written; but even in the rubbish the editor may find something worthy of notice, while in a large plant there is certain to be someone who will contribute valuable material. Here, by the way, is one reason why a good editor is needed. Rejecting manuscripts sent in by those whose co-operation is a vital necessity calls for almost superhuman tact.

Then there is the social side of the worker's life which can be assisted in many ways. It is not logically the company's business what a man does with his spare time, but if some control can be enforced there are practical advantages to be gained. When the company can provide means for wholesome recreations they should be well advertised in the plant organ. Men should be encouraged to try for the company baseball team or attend the weekly dance. Everything that links up the workman's life with the company should be given space in the paper, for through such devices labor turnover is decreased. More than that, they go far towards assuring a future labor supply, since a man who feels that he has been successful in the company's service will bring up his children to enter it also.

A suggestion of what may be done by the plant organ in fostering healthy recreations is given by a writer in a recent issue of *Factory*. "The management of one large industrial plant in an eastern city," he says, "is a firm believer in the value of an out-of-door life for itself and and for people working for the company. It believes in encouraging the workers to get outdoors more and, with this object in view, space has been devoted regularly in the shop paper to out-of-door sports. Each week a short pleasure trip which may be taken on foot, in motor cars or by electric trains to nearby districts is described. The route is carefully noted so that the strangers among the workers cannot be misled, and is effectively described to induce the workers to take the trip.

"With each weekly selection, a photograph of some striking spot or an attractive building is included. These photographs are usually secured from men in the plant who make a practice of taking such trips and taking snapshots. Very little difficulty is met in securing these photographs, as the owners are usually glad to have them printed."



Some Canadian Company Papers

The Stelco News, The Digester, and The Spanish River News

In most modern plants, the great message from management to employee is safety, and in carrying out this idea the company paper justifies its existence. There are several obvious advantages in using it as a medium for such propaganda, of which the chief one is probably the wide scope for variety. There is little doubt that everyone in the country has heard the slogan, "Safety First." Yet accidents, preventable accidents, continue to happen. The reason why the slogan so often fails in its purpose is that it is too frequently no more than a slogan. Put up a poster showing a gory hand above a machine, and the operator will be careful—for perhaps a week. Then the poster has become part of the scenery, and no longer carries an effective message.

The company paper, conducted along the lines described, so that every hand in the plant looks to it for guidance, can make the idea of safety a living factor for its readers. The editor's originality can find a different way to present his case with every issue. One week a poem or cartoon may make the desired impression, at another time the spirit of rivalry may be invoked by a contest between departments for a no-accident record. If a challenge trophy can be competed for, so much the better.

Does the company paper pay? The consensus of opinion seems to indicate an affirmative answer; answers to enquiries sent to several firms who publish such journals, with one exception, showed that

(*Concluded on page* 98.)

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Executive Council Met in Montreal

AT the meeting of the Executive Council held in the Windsor Hotel, Montreal, on October 28, Thomas Cantley, Nova Scotia Steel & Coal Co., Limited, New Glasgow, and Thos. R. Deacon, Manitoba Bridge & Iron Works, Limited, Winnipeg, were elected members of the executive committee, replacing Thomas Findley, Massey-Harris Co., Limited, Toronto, and H. I. Thomas, Ottawa, whose three-year term of office had expired.

Approval was granted to the application of members in Kitchener and other points in Waterloo County for authority to form a branch to be known as the Kitchener and Waterloo Branch of the C.M.A

Authority was granted for the foundation of two new sections—the Structural Steel Section and the Clay Products Section of Vancouver Island.

A resolution was passed giving instruction that suitable letters of sympathy be prepared, signed by the president and despatched to the relatives of the late E. G. Henderson, ex-President, and F. H. Whitton, Chairman of the Commercial Intelligence Committee.

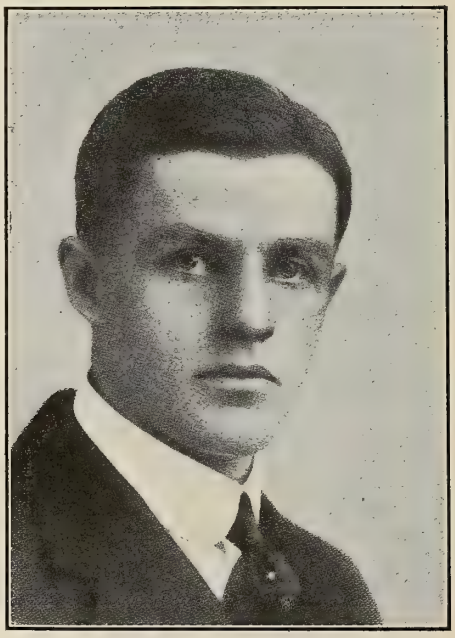
Big Electrical Project for Australia

W. C. CHAPPELL, assistant engineer to the Electricity Commissioners of the State of Victoria, Australia, will be at the head office, C.M.A., from December 5 to December 12, in connection with an important electrical development scheme in Australasia. The Electricity Commissioners are shortly undertaking the installation of a plant of great magnitude at Morwell, about seventy miles from Melbourne, for generating cheap electrical power from immense deposits of brown coal. It is estimated that the cost of installation and equipment for the conveyance of the current will be in the neighborhood of $15,000,000, so that the importance of Mr. Chappell's visit to Canada can be readily realized.

Tenders for the necessary plant close at Melbourne on February 24, 1921. There will be a generating plant at Morwell capable of an output of 50,000 kws. in the first stage and later of being developed up to a maximum of 150,000 kws. The power will be conveyed in the first instance to Melbourne by means of a transmission line consisting, in the first stage, of one line of towers with two 3-phase circuits each having a capacity of 25,000 kws. Alternative tenders are being invited for the conductors of copper and aluminum. The first terminal station to be proceeded with will be that at Newport, near Melbourne, where the power will be reduced in voltage to 22,000 volts.

For the convenience of Canadian manufacturers, copies of the various specifications may be seen at the Toronto and Montreal offices of the C.M.A. So far as electrical equipment is concerned, these tenders comprise about the largest in value ever sent to Canada from overseas. It is to be hoped that Canadian manufacutrers will do all in their power to secure some of this business for Canada. Through the efforts of D. H. Ross, Canadian Trade Commissioner, Melbourne, the procedure has been simplified for our manufacturers so that a special effort should be made to get the business.

Our Branch Chairmen
for 1920-1921



Norman Alfred Yarrow
Chairman, Victoria, B. C. Branch

MR. YARROW is managing director of Yarrows, Limited, ship repairers, shipbuilders, engineers, iron and brass founders. He was born in London, England, and is a son of Sir Alfred F. Yarrow, Bart. After receiving his education, he served a five years' engineering apprenticeship, on the termination of which he visited a large number of the principal engineering centres of Great Britain, Europe, America and Canada. In January, 1914, he came to British Columbia and took up his present work. Mr. Yarrow is an associate member of the Institution of Naval Architects, London; the Engineering Institute of Canada, Montreal; the American Society of Mechanical Engineers, New York; and the Society of Naval Architects and Marine Engineers, New York.

Milling Companies Form New Association

WITH the passing away of the Canadian Wheat Board, representatives of the milling concerns of Canada have formed an organization to be known as the Canadian National Millers' Association. The principal object of the new association will be to do everything possible towards increasing the country's flour export. It is stated that at the present time the annual output of flour from Canada is 8,000,000 barrels, whereas it should be in the neighborhood of 20,000,000 barrels.

Another object of the association would be to seek to improve milling methods, not only in the matter of grinding flour and disposing of it, but also in regard to the adoption of a proper business system.

The first officers of the new organization are: President, Brig.-Gen. A. E. Labelle, St. Lawrence Flour Mills Company; 1st Vice-President, George A. MacDonald, Quaker Oats Company; 2nd Vice-President, J. E. MacFarlane, Western Canada Flour Mills Company; Acting Secretary, W. Sanford. On the directorate are: C. E. Austin, Interprovincial Milling Co., Saskatoon, Sask.; W. A. Black, Ogilvie Flour Mills Co., Montreal; D. A. Campbell, Maple Leaf Milling Co., Toronto; Alex. L. Fowler, Fowler Milling Co., West St. John, N.B.; Geo. W. Green,

Ellison Milling & Elevator Co., Lethbridge, Alta.; G. A. Gray, T. H. Taylor Co., Chatham, Ont.; J. E. Hall, Vancouver Milling Co., Vancouver, B.C.; C. Hunt, Hunt Bros., Ltd., London, Ont.; W. W. Hutchison, Lake of the Woods Milling Co., Montreal; A. C. McLeod, Canadian Cereal & Flour Mills Co., Stratford, Ont.; J. A. McDonald, McDonald & Robb, Valleyfield, Que.; R. J. McCullough, Geo. McCullough & Sons, Souris, Man.; C. Ritz, Robin Hood Flour Mills Co., Montreal; Hedley Shaw, Maple Leaf Flour Mills Co., Toronto; N. C. Sinclair, Empire Flour Mills, St. Thomas, Ont.; R. A. Thompson, Lynden, Ont.; C. B. Watts, Dominion Millers Association, Toronto.

W. Sanford Evans, who was Secretary of the Millers' Committee, with headquarters at Winnipeg, has been invited to become secretary of the new body, the executive of which will convene shortly to complete the details of permanent organization.

Visitor from Australia After Agencies

AN interesting visitor at head office in November was Arthur Kidman, of Sydney, Australia, who came with a letter of introduction from D. H. Ross, Canadian Trade Commissioner, Melbourne, Australia. Mr. Kidman was en route from Australia to London, where he has a branch office. He is engaged in both the export and import business, shipping such products as frozen and tinned meats, rabbits, butter, tallow and dried and canned fruits. While here he asked to be put in touch with Canadian manufacturers of cider, condensed milk, electric washers, vacuum cleaners, linoleum, maple syrup, cocoa and chocolates and was furnished with lists by the Commercial Intelligence Department. Mr. Kidman will spend the winter in England and will return to Canada about next March.

Much Correspondence With West Indies

THE Commercial Intelligence Department has had numerous letters of late from merchants and importers in the British West Indies, asking for the names of Canadian manufacturers who would be interested in West Indian representation. This movement is the direct result of the new Canada-West Indian trade agreement, which presumably will come into force next year. It has already been ratified by Trinidad and Jamaica and will doubtless be ratified at the coming session of the Dominion Parliament. Meanwhile the merchants of the British West Indies, who are reported to be enjoying great prosperity at present, are evincing a strong desire to trade with Canada and are anxious to secure agencies for various lines of manufactured goods. Inquiries have already come for the names of manufacturers of hosiery, underwear, shirts, overalls, hardware, enamelware, dishes, wall paper, paper bags, wrapping paper, brooms, brushes, chairs, cut glass and glassware.

New Officers are Elected By Auto Makers

R. S. McLAUGHLIN, president of General Motors of Canada, Limited, Oshawa, Ont., was elected president of the Automotive Industries of Canada at a general meeting held in Toronto on November 10th. W. T. Samson, manager of the Gananoque Spring and Axle Company, Limited, was elected vice-president.

Of the fifty automotive companies which comprised the association in Canada, thirty sent representatives to the meeting. A feeling of optimism and confidence in the automotive field prevailed among the members, who admitted that although sales were dull at present the outlook for 1921 was bright.

The following directors were elected: Gordon H. McGregor, manager Ford Company of Canada; C. H. Carlisle, manager Goodyear Tire & Rubber Company of Canada; J. M. Taylor, president Taylor-Forbes Company, Guelph; T. A. Russell, president Willys-Overland Company, Toronto; Robert Gray, president Gray-Dort Company, Chatham; R. E. Jamieson, president Dominion Rubber Systems, Montreal; and W. A. Rowland of the Steel Company of Canada, Hamilton.

Toronto Branch Gives Many Scholarships

THE annual commencement of Toronto Technical Schools was held in the auditorium of the Central Technical School on the evening of Friday, November 5th. Dr. A. C. McKay, principal, in an introductory address, stated that the technical schools of the city now have a total registration of 8,626 students, and that the Central Technical School has given vocational training to 2,900 returned men.

Dr. F. W. Merchant, Director of Technical Education in Ontario, delivered an address on the advantages of technical education, outlining the progress of technical education in the province and complimenting Toronto on possessing the finest technical high school on the continent.

Short addresses were delivered by Dr. John Noble, chairman of the Board of Education; George Brigden, chairman Educational Committee of the Toronto Branch of the C.M.A.; Controller Cameron, and Mr. R. J. Stevenson, of the Advisory Industrial Committee.

Mrs. W. E. Groves, having taken the chair, 250 prizes, diplomas and scholarships were presented to those pupils who topped their years and completed their courses. Fifty-three scholarships, totalling $1,325, were presented by Mr. George Brigden, representing the Toronto Branch of the C.M.A., in addition to $200 given by Toronto Branch as prizes to the Evening School. The following is a list of the $25 scholarships donated by the manufacturers for the year 1920:

Name of Donor.	Scholarships.	Am't.
Anthes Foundry, Ltd.	2	$50
Boeckh Co., Lt.	1	25
Booth Coulter Copper & Brass Co., Ltd.	1	25
Brigdens, Ltd.	1	25
Brown Bros., Ltd.	1	25
British American Oil Co., Ltd.	2	50
Canadian Kodak Co., Ltd.	1	25
Canadian Wm. A. Rogers, Ltd.	1	25
Canadian Machinery & Mfg. News (MacLean Publishing Co.)	1	25
Christie, Brown & Co., Ltd.	1	25
Consolidated Optical Co.	2	50
Consumers' Gas Co.	2	50
Davies, Wm., Co., Ltd.	1	25
Dominion Radiator Co., Ltd.	1	25
Dunlop Tire & Rubber Goods Co., Ltd.	2	50
John F. Ellis (Barber-Ellis, Ltd.)	1	25
T. Eaton Co., Ltd.	2	50
Firstbrook Bros., Ltd.	1	25
E. J. Freyseng	1	25
Graves, Bigwood, Ltd.	1	25
Gutta Percha & Rubber, Ltd.	1	25
Imperial Varnish & Color Co., Ltd.	1	25
John Inglis Co., Ltd.	1	25
Laidlaw, R., Lumber Co., Ltd.	1	25
Lever Bros., Ltd.	1	25
Lowndes Co., Ltd.	1	25
Massey Harris Co., Ltd.	2	50
McGregor & McIntyre, Ltd.	1	25
Roden Bros., Ltd.	1	25
Rolph-Clark-Stone, Ltd.	2	50
Robertson Bros., Ltd.	1	25
Rous & Mann, Ltd.	1	25
Scythes & Co., Ltd.	1	25
Stauntons, Ltd.	1	25
Standard Sanitary Mfg. Co., Ltd.	2	50
Southam Press, Ltd.	1	25
Steel Co. of Canada, Ltd.	1	25
Taylor, J. & J., Ltd.	1	25
Toronto Plate Glass Co., Ltd.	1	25
Toronto Carpet Mfg. Co., Ltd.	1	25
Toronto Hardware Mfg. Co.	1	25
United Drug Co., Ltd.	1	25
Warwick Bros. & Rutter, Ltd.	1	25
Williams, A. R., Machinery Co., Ltd.	1	25
	53	$1.325

Proposed Visit to Orient Next March

THE Vancouver Board of Trade, which laid plans for a visit by several of its members to the Orient last fall, and which was unable to carry out the undertaking at the time because of lack of steamer accommodation, has again decided to attempt the trip. Tentative reservations have been made for twenty persons on the *Empress of Russia*, sailing from Vancouver next March. The proposed itinerary includes the principal cities of China, Japan and Manila, returning via Honolulu and San Francisco.

The proposal to have a number of Canadian business men visit the Orient was mooted in 1919 and an effort was made at the time by the C.M.A. to interest a number of the larger boards of trade in the idea. It was the plan then to have each board, together with the C.M.A., send a representative. The proposal, however, did not receive much

support and was dropped. Subsequently the Vancouver Board of Trade revived it on its own account.

There is no intention of limiting next year's party to Vancouver business men. In fact, it is understood that the promoters of the trip would welcome eastern representation. If any members of the C.M.A. contemplate a trip to the Orient next year, they are requested to send their names to the head office of the Association.

Told About the Physician in Industry

QUITE a few members of the Industrial Relations Association of Toronto, a new organization in of Toronto, a new organization in which several Toronto members of the C.M.A. are interested, together with a number of industrial nurses, met in the Canadian Foresters' Hall on Monday, November 8, to hear Dr. Robert E. Gaby speak on the subject of "The Physician in Industry."

Dr. Gaby is the consulting physician for the Hydro-Electric Power Commission of Ontario, and was well qualified to speak on this subject. In the course of his remarks he showed how large industrial plants were finding it more and more a help to the industries to have well equipped medical and surgical laboratories attached to or in the vicinity of each establishment, where the best of attention could be given to employees in need of assistance or for physical examinations when required. Rest rooms and the need for the nurse in industry was touched upon, after which quite a discussion was entered upon by the members present as to the advantages and disadvantages of the various systems in use for looking after the well-being of employees.

D. S. Curtis, office manager of the Office Specialty Manufacturing Co., followed with a very interesting talk, illustrated by lantern views, showing and explaining the card record system in use in various employment departments.

Thomas Bengough, vocational director, Toronto Board of Education, was also in attendance, and in a brief few minutes gave an interesting synopsis of what his work would be in connection with the gradual education of the child for its entry into industrial and mercantile life.

Minimum Wage Board for Ontario

R. A. STAPELLS, managing director of the McElroy Manufacturing Co., Toronto, and Mrs. H. W. Parsons, Secretary of the National Council of Women, two of the nominees of the Ontario Division, C.M.A., for the new Minimum Wage Board of Ontario, have been appointed to the Board, Mr. Stapells for two years and Mrs. Parsons for one year. The chairman of the Board is Prof. J. W. Macmillan of Victoria College, who was previously chairman of the Manitoba Board. Labor's representatives are H. G. Fester, Secretary of the Hamilton Trades and Labor Council and Miss Margaret Stevens of the Toronto Garment Workers' Union.

Mr. Stapells, who represents the C.M.A. on the Board, is a former President of the Empire Club and is a member of the Council of the Toronto Board of Trade. He was organizer of the Navy League Campaign in Toronto last year, and is both energetic and public-spirited.

Ontario Division's Efforts to secure Power

OWING to the serious shortage of power experienced by the industries of the province, the Power Committee of the Ontario Division made vigorous efforts to secure relief for the industries during the past month.

On November 3rd the Power Committee organized a representative deputation, which waited upon Premier Drury and the Cabinet at the Parliament Buildings, when the following resolution was presented by Mr. W. H. Shapley, chairman:

"Whereas there is a serious shortage of electric power throughout the Province of Ontario;

"And whereas such shortage of power is aggravated by persistent and uncertain shut-downs in numerous industries, causing serious disturbance to contracts, immeasurable loss in production and widespread confusion, as well as broken time and consequent loss of wages to workers at a period of the year when they are least able to bear it.

"Therefore, be it resolved, That the Power Committee of the Ontario Division of the C.M.A., representing over 2,000 industries in the Province of Ontario, earnestly appeal to the Provincial Government forthwith to take all necessary action to the end:

"(1) That the 25,000 h.p. which the Toronto and Niagara Power Company are believed to be capable of developing from water which is the property of the province, and for which they have the machinery to do this, shall be generated and made available to the Hydro-Electric Power Commission of Ontario for the use and benefit, in particular, of the industries in this province.

"(2) That any other available power be generated and supplied in the way that will give the greatest possible relief and benefit to users of Hydro power."

It was shown that the present power shortage in Ontario is causing the manufacturers of the province a loss which has been estimated at $3,000,000 a month.

It was stated on behalf of the manufacturers that the only source from which power was immediately available, according to their information, was a private company operating at Niagara Falls. This company was reported to be able to develop some 25,000 h.p. more than it is at present doing. Further, the company has in Toronto a steam plant capable of developing some 20,000 h.p.

In addition to the power that might be made available from the source just mentioned, there were three considerable blocks of power which are now being exported from the province:

(1) The Hydro-Electric Commission is exporting 50,000 h.p. under a contract which it took over from the Ontario Power Company.

(2) The Canadian Niagara Power Company is exporting 36,000 h.p.

(3) The Toronto Niagara Power Company is exporting 13,500 h.p.

By a Dominion Act, known as "The Electricity and Fluid Exportation Act," passed in 1907, the exportation of power out of Canada was forbidden except on license granted by the Governor in Council. Since the passing of this Act in 1907 all three companies, according to our information, have complied with the act and secured licenses covering their exportation of power. The Ontario Power Company and the Canadian Niagara Power Company, however, take the position that this act does not give the Dominion Government the right to forbid the further export of power by these companies, in view of the fact that the contracts under which these companies are exporting were made before the act was passed. In this connction, it may be noted that the contracts made by these two generating companies with their respective transmission company or consumers, as the cae may be, all contain clauses protecting the generating companies in the event of any action by the Government of Canada interfering with the further exportation of power. In the case of the Toronto Niagara Power Company's contract for the export of power, the argument in question does not apply, as

Executive Council

Owing to the way in which the Tariff Inquiry has absorbed the attention of officers and officials of the Association of late, no meeting of the Executive Council was held in November. The next meeting will take place in Toronto, on December 16, when a full attendance of members in expected.

the contract was made since the passing of the act of 1907.

Finally, it was pointed out that the Royal Commissioner (Sir Henry Drayton), appointed by the Dominion Government in 1917, reported against the advisability of cancelling the licenses for the export of power, but not because of any doubt as to the right of the Dominion Government to do so under the 1907 act, but only because the American users of power were doing valuable war work and would be seriously hampered by any deprivation of power at that time.

The Premier assured the deputation that the substance of the resolution was, in fact, already receiving the consideration of the Government, and that their efforts would be continued until a satisfactory solution was secured.

November Activities of The Quebec Division

By R. W. Gould

Secretary, Quebec Division

THE Quebec Division, at the very outset, desires to extend to the other divisions and members of the Association in other parts of Canada the season's greetings and the wish that the "nouvelle annee" will herald to all a renewed period of prosperity and happiness.

The Ministerial Tariff Commission has come and gone; our members are satisfied, and it would appear that the Commission itself was satisfied, with what it received in Quebec, Sherbrooke, Three Rivers and Montreal. A greater volume of evidence was presented in Montreal than in any other part of Canada yet visited. During the tour of the Commission throughout the Province of Quebec a very strong sentiment in favor of moderate protection was found on all sides. Farmers, laborers, professional men, citizens and industrial organizations all came forward and spoke in favor of a fiscal policy of protection.

The Montreal Branch presented over thirty briefs in all of various groups, and at least 80 per cent. of the time of the Commission, during the five days it sat in Montreal, was taken up in hearing these arguments.

The members of the Quebec Division are particularly appreciative of the efforts of the officials from Head Office who came to Montreal and other centres in the province, where briefs were being presented, to assist them in the preparation of their data for the Commission.

In the midst of the presentation of briefs and the storm of tariff argument the Montreal Branch held its quarterly luncheon meeting. This meeting, which was held on November 16th, in the Rose Room of the Windsor Hotel, was addressed by Roger W. Babson, founder of the Babson Statistical Organizations. He took as his subject, "The Outlook for 1921," and more than 400 of our members heard his address. So striking were his prognostications for business conditions in 1921 that it has been decided to have the address printed and distributed to the members of the Quebec Division. In this connection, should any of the members of the outside divisions desire a copy of his address I will be pleased to see that one is mailed on receipt of the request.

The luncheon had the biggest attendance of any similar function held in the history of the branch, and was, from every standpoint, a splendid success. Mr. Babson has been invited to address the Branch again next year. This was the only address delivered by Mr. Babson in Canada, and in view of business conditions at present obtaining in this and other countries his address struck a note of exceptional interest.

November was a month of stirring events in the activities of the Montreal Branch. On November 10, the Canadian Board of Railway Commissioners sat in Montreal for the purpose of hearing local evidence with respect to the application of the Bell Telephone Company for increased rates and the introduction of the measured service system in several of the larger centres served in Canada.

B. W. Coghlin, vice-chairman of the Montreal Branch, presented a brief to the Commission setting forth the views of the Branch in the matter. The brief contained figures secured from questionnaires sent out by the Branch to its members, which showed that the measured service system would increase costs for telephone service from 5 to 580 per cent. The Branch, however, did not oppose an increase to the Bell Telephone Company on the flat rate basis, as might be shown necessary to the satisfaction of the Railway Board.

A meeting of the local executive was held on November 9th, when matters of interest were discussed and plans were completed for the reception of the Ministerial Tariff Commission.

Goes to Ingersoll



John F. Mackay

MR. MACKAY, who was last year's chairman of the Publishing Committee, has recently received the important appointments of vice-president and general manager of the John Morrow Screw and Nut Co., and vice-president of the Ingersoll File Co., Limited, removing from Toronto to Ingersoll, on December 1. Mr. Mackay was for some three years secretary-treasurer of the Russell Motor Car and Willys-Overland organizations, Toronto. Prior to that he was for fifteen years business manager and treasurer of the Globe, Toronto, his previous newspaper training in Western Ontario and Montreal having fitted him for the success he attained there and subsequently in the industrial undertakings with which he has been identified.

Foreign Circulation of Trade Index

THE foreign circulation of the 1920-21 edition of the "Canadian Trade Index" has now been completed. This year, the distribution among foreign firms has been considerably increased, and will amount to over 2,000 copies. The English and French edition has been supplied to over 1,600 firms and organizations, and the Spanish edition of this book has been distributed throughout Cuba, Mexico, Central and South America and Spain. Owing to the increasing trade, the circulation of the British West Indies and Cuba has been enlarged, and, as a result of a request from the Mexican Commercial Representative in Canada, a number of books were forwarded to the principal Chambers of Commerce and Government Purchasing Departments in Mexico.

The following statement will give an idea of the extent of the distribution in various countries:

British Isles and Europe	500
United States	400
Australia, New Zealand and South Africa	400
British West Indies, British Guiana and Cuba	175
Newfoundland	95
Orient	100
South America, Central America and Mexico	400

Inquiries from foreign countries are coming in from time to time, and it is estimated that the total foreign circulation will approximate 2,100 copies. Care has been taken to see that the "Index" has been placed in the most advantageous way: it has been supplied not only to reliable import and export houses, departmental stores, Government purchasing departments and railroads but also to Canadian trade commissioners, British consuls, banks, trade organizations and chambers of commerce in all the above countries.

Tariff Department Bulletin

Announcements Regarding Tariff Matters, Including New Drawbacks, New Export Requirements and Excise Tax Rulings

Drawback in Respect of Oleomargarine

Regulations established by Order in Council of the 1st of November have been issued by the Department of Customs (vide Memo. No. 2433-B), providing for drawback of 99 per cent. of the duty paid on imported materials, not including machinery, used on and after September 1st, 1920, and prior to September 1st, 1921, in the manufacture of oleomargarine.

Drawback on Steel Sheets Used in the Manufacture of Stampings for Automobiles

Regulations established by Orders in Council of the 9th of August and the 26th of October have been issued by the Department of Customs (vide Memos. 2414-B and 2430-B) providing for drawback of 99 per cent. of the duty paid on imported steel sheets, hot or cold, rolled or coated with lead or a combination of lead and tin, No. 16 gauge and thinner, but not thinner than No. 24 gauge, measuring from twenty to fourty-two inches in width and from fifty to one hundred and twenty inches in length, used after the 31st of July, 1920, and prior to the 1st of August, 1921, in the manufacture of stampings for automobiles.

Regulations Regarding the Importation of Foreign Wool and Hair

The Department of Customs has notified its collectors that the regulations issued by the Department of Agriculture governing the importation of wool and hair do not apply to American domestic wool. Domestic wool originating in the United States may be imported into Canada without disinfection.

Members desiring copy of the regulations which were established by Order in Council on the 12th of August last may obtain same on application to the manager of the Tariff Department.

Inspection of Preserved Fruits, Vegetables and Milk—New Export Requirements

On the 27th of August last an Order in Council was passed on the recommendation of the Minister of Agriculture, establishing certain regulations governing the inspection of preserved fruits, vegetables and milk. The regulations apply to fruits and vegetables, fruit and vegetable products, canned, bottled, dried, evaporated or otherwise preserved for food; and to milk, condensed, dried, evaporated or otherwise preserved for food.

The Order in Council contains provisions respecting the marking of containers in which fruits, vegetables, milk or other articles prepared for food are placed; also provisions respecting certificates of inspection, which must accompany all shipments of such food products for export out of Canada and respecting the form of declaration to be used with imports of these commodities coming into Canada.

The new regulations are practically the same as the regulations which were previously in force. The principal change is that on and after January 1st, 1921, shippers who have canned or evaporated fruits or vegetables or fruit or vegetable product, or milk condensed, evaporated or dried for export, are required to make application in writing to the Veterinary Director-General or his duly authorized agent for inspection and "Certificate of Export." The prescribed forms are set forth in the regulations.

Copies of the regulations, which are set forth in Department of Customs Memorandum 2423-B, may be obtained on application to the Manager of the Tariff Department.

Bosch Magnetos Prohibited in Australia

The Commonwealth of Australia has prohibited the importation into Australia of magnetos bearing the word 'Bosch." The authorities in Australia are strictly enforcing the prohibition, and exporters should take care that cars and engines sent to Australia are not fitted with magnetos coming within the terms of the proclamation.

Excise Tax Rulings

Fractional Sales.—The Department of Customs and Inland Revenue advises that it has been decided to adopt the commercial practice in dealing with the amount of sales tax payable on what are known as "Fractional Sales"

The ruling of the Department reads as follows: "The tax shall be computed upon total value of any sale. Where amount of sales tax thus computed results in a figure containing a fraction of one cent and the fraction is less than one-half cent, such fraction will be disregarded; but where the fraction is one-half cent or more, the same shall be treated as one cent. When the amount of tax on any sale is less than one-half cent the tax is collectible. These regulations are effective from the first of December, 1920.

Licenses.—One Firm—One License. The Department of Customs and Inland Revenue states that a Sales Tax license taken out on behalf of a firm will cover all of the branches of the firm which are operated under the firm name. Similarly, when a firm takes out a Manufacturers' license such license will cover the firm's branches. Branch offices do not require separate licenses.

Returned Goods.—In the October issue of INDUSTRIAL CANADA it was stated that the Department of Customs and Inland Revenue had cancelled the former ruling respecting the taking of credit for sales tax paid on goods subsequently returned and that in future credits in respect of returned goods could only be obtained by way of refund claim to be filed with the Department of Customs and Inland Revenue every three months. It has now been made clear that the new ruling applies only to credits for Luxury Taxes, and accordingly where a firm has paid to the Government a Sales Tax or Manufacturers Tax, or both, on goods, and the goods are subsequently returned, the firm may take credit for the amount in question on its next return.

Sales Tax re Provincial Governments and Government Institutions.

The Department of Customs and Inland Revenue has issued the following instructions to its Collectors with respect to the operation of Stamp Tax and Sales Tax in connection with Provincial Governments and certain Government institutions. The instructions read as follows:

Although there is no provision in the Special War Revenue Act, 1915, exempting the provinces from the payment of taxes, it is a recognized principle that such revenue laws do not apply to the Crown, and therefore the Sales Tax is not applicable to sales made direct to provincial governments for use thereof.

Where *Crown Funds* are solely involved the stamp tax does not apply to cheques issued by Provincial Governments, otherwise it applies.

Provincial Governments are exempt from Sales Tax as respects purchases of liquor made for use of said governments, and not for resale—for example, spirits purchased by a Government vendor, being for resale, will be subject to Sales Tax. Exemptions apply only on sales by a merchant direct to the Government, but not on merchandise purchased by said merchant even if intended for resale to the Government.

No Sales Tax is payable on purchases made for the use of Government jails or Provincial Departments of Public Works, and as regards sales made to military hospitals or the Department of Soldiers' Civil Re-Establishment the tax does not apply where *Crown money* is solely involved; nevertheless, if sales are made by such institutions to patients or soldiers, the tax is applicable.

Sales Tax is collectible on purchases made for Provincial Government telephone systems. Provincial railroads and all other separate bodies corporate of similar character.

In all cases where conditional exemption is claimed, orders placed for goods must bear a certificate from the Provincial Government that the goods so purchased are for direct use by such Provincial Government and not for resale.

The Merchants Bank of Canada

Complete Organization of 399 Branches across Canada at the service of Canadian Trade and Industry and the Canadian Farmer

Half-Yearly Statement

Statement to the Dominion Government (Condensed) as at October 30th, 1920, with comparison with October 31st, 1919

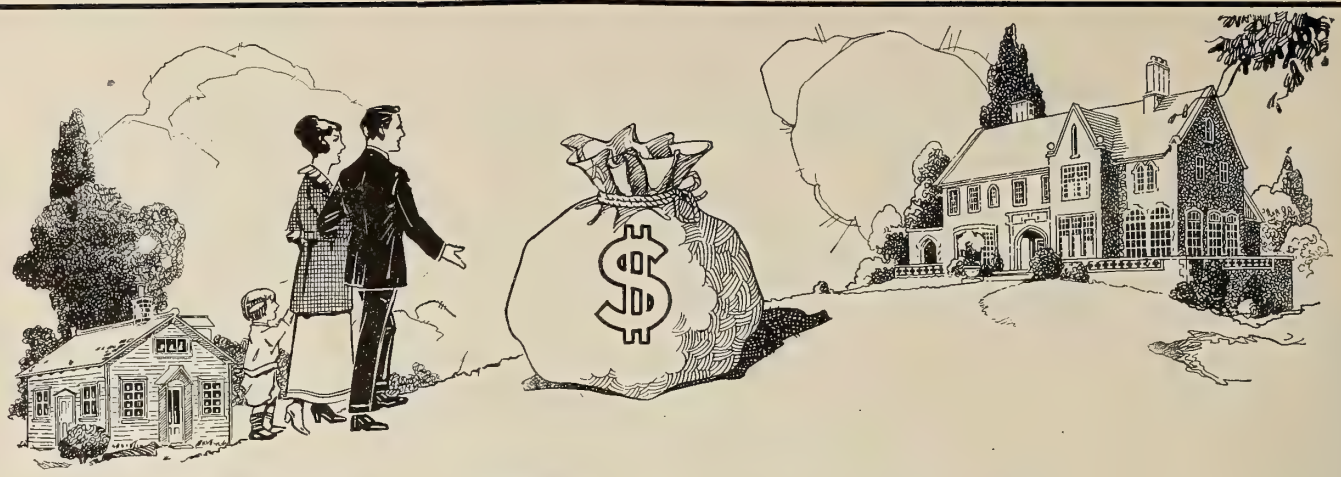
ASSETS	1920	1919
Gold Coin, Dom. Notes and Cr. Balances with Banking Correspondents	$30,630,351.09	$ 25,642,136.33
Deposit in the Central Gold Reserve	7,500,000.00	8,000,000.00
Government and Municipal Securities	21,114,908.29	36,240,352.41
Railway and other Bonds, Debentures and Stocks	3,837,377.14	3,870,611.91
Call Loans in Canada	8,254,586.81	6,843,017.57
Call Loans elsewhere than in Canada	4,179,236.55	3,418,846.99
Loans and Discounts	120,515,463.60	102,346,564.37
Loans and Discounts elsewhere	1,340,428.69	329,334.27
Loans to Municipalities	4,635,381.80	3,578,382.16
Liabilities of Customers under Letters of Credit per contra	2,491,664.35	757,606.04
Bank Premises	3,192,734.42	5,663,251.73
Real Estate other than Bank Premises	602,748.47	911,291.19
Mortgages on Real Estate Sold by the Bank	705,567.02	528,177.93
Deposit with Dominion Government for purposes of Circulation Fund	450,000.00	377,000.00
	$209,450,448.23	$198,506,572.90

LIABILITIES		
Capital Paid Up	$ 9,955,970.00	$ 8,341,535.30
Reserve Fund	8,400,000.00	7,000,000.00
Undivided Profits	260,774.98	574,043.32
Notes in Circulation	17,707,977.00	15,827,373.00
Deposits	170,634,061.90	166,006,015.24
Acceptances under Letters of Credit	2,491,664.35	757,606.04
	$209,450,448.23	$198,506,572.90

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Wherever people work together it is a vital necessity that accurate printed records should be kept. To obtain accurate knowledge of costs, it is essential that a printed record of the starting and the stopping time of each job be secured. We have been manufacturing International Time and Job Recorders for 30 years. This accumulated experience has enabled us to place upon the market recording equipments of mechanical accuracy and efficiency that cannot be equalled elsewhere.

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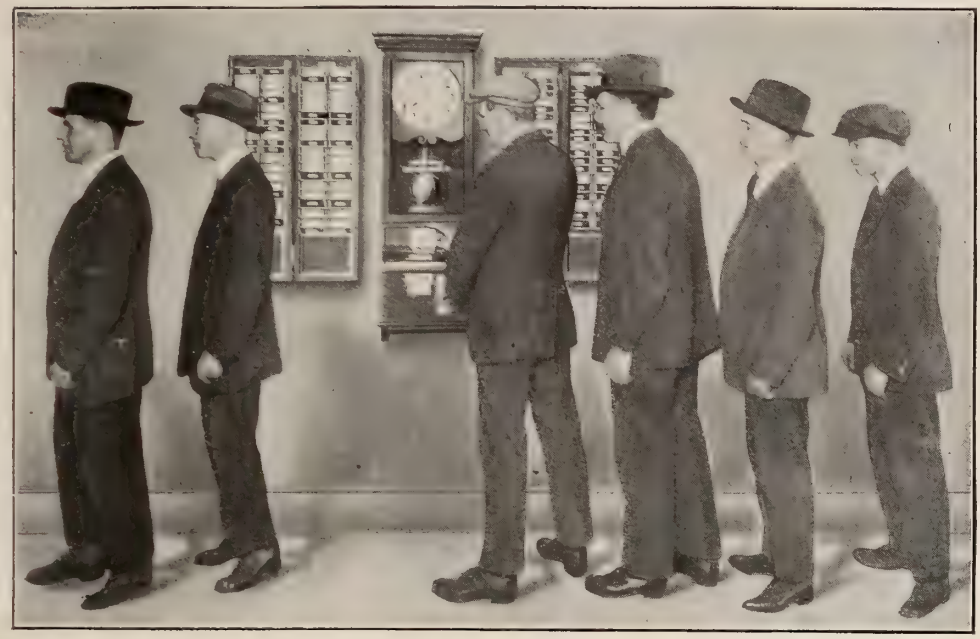
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Bell Telephone Company's Application

THE Bell Telephone Company's application was considered before the Board of Railway Commissioners at Hamilton, November 4th; Toronto, November 5th; and Montreal, November 10th. At the Hamilton hearing certain evidence was put in on behalf of the Chamber of Commerce, etc. At Toronto, evidence was submitted by various organizations; some contending that no advance should be made, others appealing against the establishment of the measured service. In Montreal the stand taken was that the measured service should not be established, but that any increase found necessary by the Board should be secured through a flat increase on the present rates. It is expected that the final hearing at which various counsel will cross-examine the witnesses and submit argument, will take place at an early date at Ottawa.

Manifesting Shipments from United States

THE railroads in Canada have issued tariffs which became effective on November 1st, 1920, establishing a fee to cover the necessary work performed by their agents at border points in connection with manifesting shipments from United States to Canada. This charge is 11c. per shipment, and is to be shown separately on the bill tendered to the consignee.

A number of complaints have been received from interested members in connection with this new charge. The Transportation Department is making an investigation in regard thereto, and will have something to report in the near future. In the meantime, interested members are requested to make a study of their shipments for a period of say four months, two months during a period when shipments are heavy, and two months during a period when shipments are light, for the purpose of determining how much this charge will represent on a year's business, based upon the study for four months, the result of this study to be sent to the Transportation Department. In this connection members are referred to Circular No. 280, which was sent out a few days ago, calling for this information.

Reduction in Freight Rates Effective January 1st

FROM communications received in the Transportation Department, it would appear that some of our members are not clear as to what reductions are to be made on the first of January in the freight rates. The judgment of the Board of Railway Commissioners stated that effective January 1st, 1921, the increase in freight rates of 40 per cent. east of Fort William, and 35 per cent. west thereof should be reduced to 35 per cent. east of Fort William and 30 per cent. west thereof. In other words, the rates on the first of January, 1921, in Eastern Canada will be 35 per cent. higher than they were prior to September 13th, 1920, and the rates in Western Canada on the first of January, 1921, will be 30 per cent. higher than the rates in effect prior to September 13th, 1920.

The rates applied on business moving from the East to the West and West to the East are now 40 per cent. on the eastern portion and 35 per cent. on the western portion higher than in effect prior to September 13th, 1920. Effective January 1st, 1921, they will be 35 per cent. higher on the eastern portion and 30 per cent. higher on the western portion than those in effect prior to September 13th, 1920. For example, the first to tenth class rates "all rail" effective on January 1st, 1921, from Toronto to Winnipeg, Calgary and Vancouver, or in the opposite direction, will be as follows:

Between Toronto and Winnipeg.

1st	2nd	3rd.	4th.	5th.	6th.	7th	10th.
$2.89	$2.39½	$1.93	$1.50	$1.23½	$1.09½	$0.87	$0.79 per 100 lbs.

Between Toronto and Calgary.

$4.97	$4.13½	$3.33	$2.54	$2.16	$1.96	$1.45½	$1.28 per 100 lbs.

Between Toronto and Vancouver.

$6.17	$5.03	$3.94½	$3.14	$2.68	$2.44½	$1.88	$1.67 per 100 lbs.

The majority of shipments from Eastern Canada to Pacific Coast terminals move under special commodity rates named in G. C. Ransom's Tariff 1-A, and shipments from Pacific Coast terminals to Eastern Canada move under special commodity rates named in W. E. Campbell's Tariff 101-B. The rates in these tariffs were advanced 33 1/3 per cent., or the same increase as allowed between points in Eastern United States and points on the American Pacific Coast, but no reduction will be made in these rates on January 1st, 1921.

Private Siding and Team Track Defined

A VERY interesting and important judgment was issued at Ottawa on October 21st, 1920, by Commissioner Boyce, concurred in by Commissioner J. G. Rutherford and Assistant Chief Commissioner S. J. McLean, covering the question of the status of a private siding and team track.

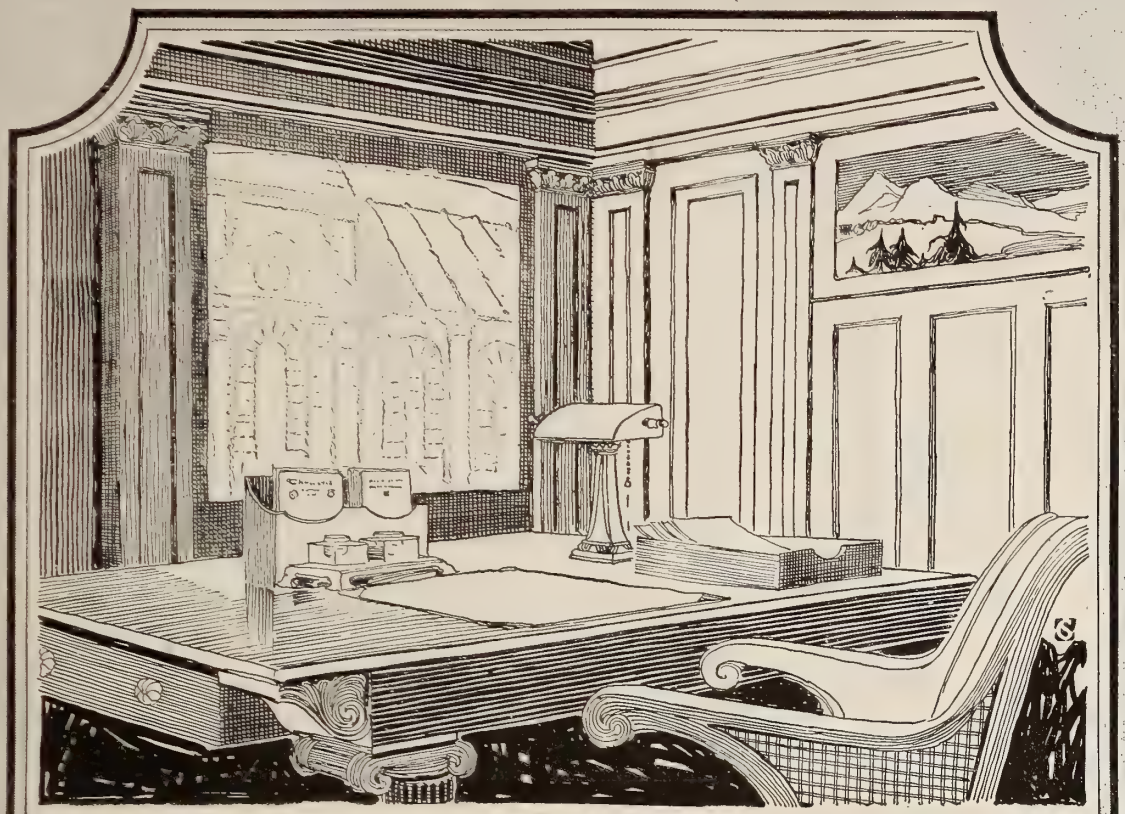
The judgment disposed of the complaint of the R. Laidlaw Lumber Company, Limited, Toronto, against the Canadian Pacific Railway, which was heard before the Board on September 3rd, 1920. Complainants stated that the Toronto Power Company's siding, owned and constructed by that Company, from which complainants took delivery of their lumber, was being considered by the Canadian Pacific Railway Company as a team track, and charges assessed accordingly. It was contended on behalf of complainants that the siding was a private siding and the Interswitching Order of the Board clearly defined a private siding as leased or owned by the consignee or shipper, and a team track as that owned or maintained by the railway company, the latter type of siding being charged 2c. per 100 lbs. as against 1c. per 100 lbs. for the former, the extra cent being established because of the fact that the railway company had the extra expense of securing and maintaining the siding.

The railway company contended that the Toronto Power Company's siding was a team track because of the fact that various firms used it in the unloading of their traffic, paying the Power Company a certain sum per car for the use thereof, and that therefore 2c. per 100 lbs. should be charged against all such shipments, shipments to the Toronto Power Company remaining at the rate of 1c. per 100 lbs. Commissioner Boyce very clearly points out that the question of "who shall use the siding," is a matter of contract and refers to section 9 of the Standard Siding Agreement used by the Canadian Pacific Railway, which states:

"The rights and privileges of the party of the second part under this agreement shall not be transferred or sub-let, either in whole or in part, except with the written consent of the Railway Company, provided that the Railway Company shall not withhold its consent to such transfer without good and sufficient reason, and the party of the second part shall have the right, should the Railway Company withhold its consent to such transfer, to appeal to the Board."

In other words, the owner of a private siding, who has signed an agreement with the railway company, must secure the consent of the railway company before it can allow other shippers or receivers to use its siding. It might be pointed out that the railway company cannot withhold such consent without giving good and sufficient reason.

The issue in this particular case, however, was slightly different, in view of the fact that the private siding was completely owned and maintained by the Toronto Power Company, and no agreement had been signed with the railway company. The judgment orders the railway company to refund any amounts collected over and above the regular private siding charge.



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June 6, 1919

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This day I received my latest Canadian Patent No. 190,320 on Motor-driven Cable-supported Carrier, and wish to congratulate you upon your speedy securing of this valuable patent, and as it is my intention to sell both patents to manufacturers in Canada I shall give you first consideration for negotiating the deal.

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(Sgd.) *G. L. Tanzer,*

President.

GLT:MB

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Some of the Preventable Causes of Fatigue

(*Continued from page* 81.)

himself the next victim, and the general feeling of precariousness and anxiety are all emotions which weaken nervous vitality. Further, even where all possible precautions are taken it must be recognized that, on the psychological side, the existence of the need for precautions, on the physical side, the actual detail in connection with the taking of the precautions (as for instance the putting on of masks and goggles, or the adjusting of hoods), cannot be altogether ignored as possible contributing causes of fatigue. Although inevitable and not to be classed among the unnecessary causes they should be taken into account in connection with all questions of hours of work, rest periods, etc.

IV. *GENERAL HEALTH MAINTENANCE.*—(*a*) *Food.* The influence of good food as a preventive of fatigue, is theoretically realized by all, and during recent years the number of industrial establishments providing some kind of restaurant service has greatly increased. An official report on industrial welfare work in U.S.A., dated 1919, states that of the 431 establishments visited, 223 provide restaurants, cafeterias or other lunch facilities. "*Only two of the companies visited reported that they had tried lunch rooms and given them up.*" Similarly, an English committee of experts reporting in 1915 on the growth of industrial canteens states that the "practice has abundantly justified itself from a business and commercial point of view."

(*b*) *Sanitary Facilities,* etc. An obvious necessity for the physical comfort and well-being of workers is the provision of sufficient and convenient sanitary and washing facilities, and adequate supplies of drinking water.

(*c*) *Transportation.* The additional tax on workers who have to spend a considerable time in getting to and from work need not be emphasized. In some instances firms have found it in their interests to avoid this tax by putting up houses for their employees near the works. It is, of course, however, relatively seldom that this can be done, and most firms drawing their labor from a distance must, in estimating the capacity of their force, face this daily additional drain on its strength and endurance.

(*d*) *Suitable Clothing.* For some processes where the workers are exposed to great heat or where there are special health or accident hazards, it has been found essential to provide special working clothes.

V. *PSYCHOLOGY.*—The main cause of fatigue to be guarded against under this heading, is of course, the fundamental one of (*a*) *mal-adaptation of a worker to his job.* It has been admitted that monotony in industry can at the best only be alleviated, but nothing could more intensify the inevitable monotony of repetition work than that a worker's job should be one for which he has an inherent inaptitude.

Apart from this, fatigue is an unavoidable accompaniment of (*b*) *inexperience* and will be felt by every worker during the period when he is learning a new job and is confused by new surroundings and new demands upon him. More preventable causes are those connected with (*c*) *personnel.* An unjust and harsh foreman, the presence of one "anti-social" companion (whether a mental deficient, a neurasthenic or merely a "groucher" or maker of trouble) will react on all in the immediate neighborhood. Similar causes of fatigue are present where (*d*) *erratic management* permits lack of system, as for instance the issue of contradictory orders, irregularity in the flow of supplies and the like. Inefficiency in his immediate superior causes natural irritation to the efficient subordinate and prevents the growth of the sense of co-operation by which each individual can feel himself a necessary part in a well-ordered whole. It is useless merely to preach *esprit de corps* as a remedy for friction between employer and employee while the actual details of co-operation remain unsystematized.

VI. *WAGES.*—Finally, there is the question of a living wage. No sane employer who knows his own nature and judges his employees accordingly will expect whole-hearted and full strength service from harassed, underfed, badly-housed, insufficiently clothed men or women. In some cases the point at issue may be the actual wages paid; in the majority of cases in this country at any rate it is the subtler one of education in the spending of the wage. Both call for consideration and *in his own interests* the second is as much the employer's concern as the first.

[Enquiries on any of the points mentioned in this article should be addressed to the Secretary, Committee on Industrial Fatigue, c/o Medical Building, University of Toronto.]

Proceedings before Tariff Commission

(*Continued from page* 76.)

Breeders' Association, which was formed to encourage the breeding of pure bred stock. He stated that farmers, under conditions laid down, did not make enough money to pay income tax. With regard to implements, he said that he dealt largely with the Massey-Harris Co., who were competitors in the world's market, and he thought that farm machinery was sold as cheaply in Canada as it was anywhere.

J. F. Riley, representing the United Farmers of Westmoreland, was to have been present, but did not put in an appearance.

Hon. Senator McSweeney made a statement with regard to the textile industry and went over certain features of the history of the Dominion Textile Co. He thought twenty per cent. protection would be ample.

The Company Paper

(*Continued from page* 85.)

the writers were quite convinced of their value. The exception was the Halifax Shipyards, whose experience was unfortunate.

In August, 1919, the Halifax Shipyards began publishing a monthly paper, the *Shipyard Times*, for circulation free of cost among their employees. The paper was very attractive in appearance, well-illustrated, and printed on coated paper. Publication was continued until the last issue in May, 1920. The June issue was in the printer's hands while negotiations were under way between the management and the representatives of the unions for a new agreement covering conditions of employment. The old agreement expired on May 31st and the men, refusing to accept a general increase of five cents an hour that was offered them, went on strike. The publication of the *Shipyard Times* was, accordingly, indefinitely suspended.

In industrial plants of the United States, the company paper seems to have found favor, judging by the amount of space devoted to it in business magazines. Hardly a month passes without an article on some phase of the company paper's work. In England, the Industrial Welfare Society has been encouraging them. In its second annual report the following passage occurs: "Another direction in which the Society has been able to render valuable service to a number of firms has been in connection with the publication of works' magazines. The growth of this activity during the last few years has been remarkable, and a very large number of firms now possess their own house organ."

The experiences of other firms are not always safe guides, but, in the case of the company paper, they seem to indicate that it is worth a trial. Run by a capable editor, it should promote the proper feeling between management and employee, interest without interference on the part of the former, loyalty and efficiency on the part of the latter. It should decrease labor turnover by showing workmen that they are being fairly treated. Finally, it should promote the idea of safety first, and wage increasing warfare against the arch-enemy—carelessness. If these objects are attained the paper has repaid any time, trouble or expense connected with it.

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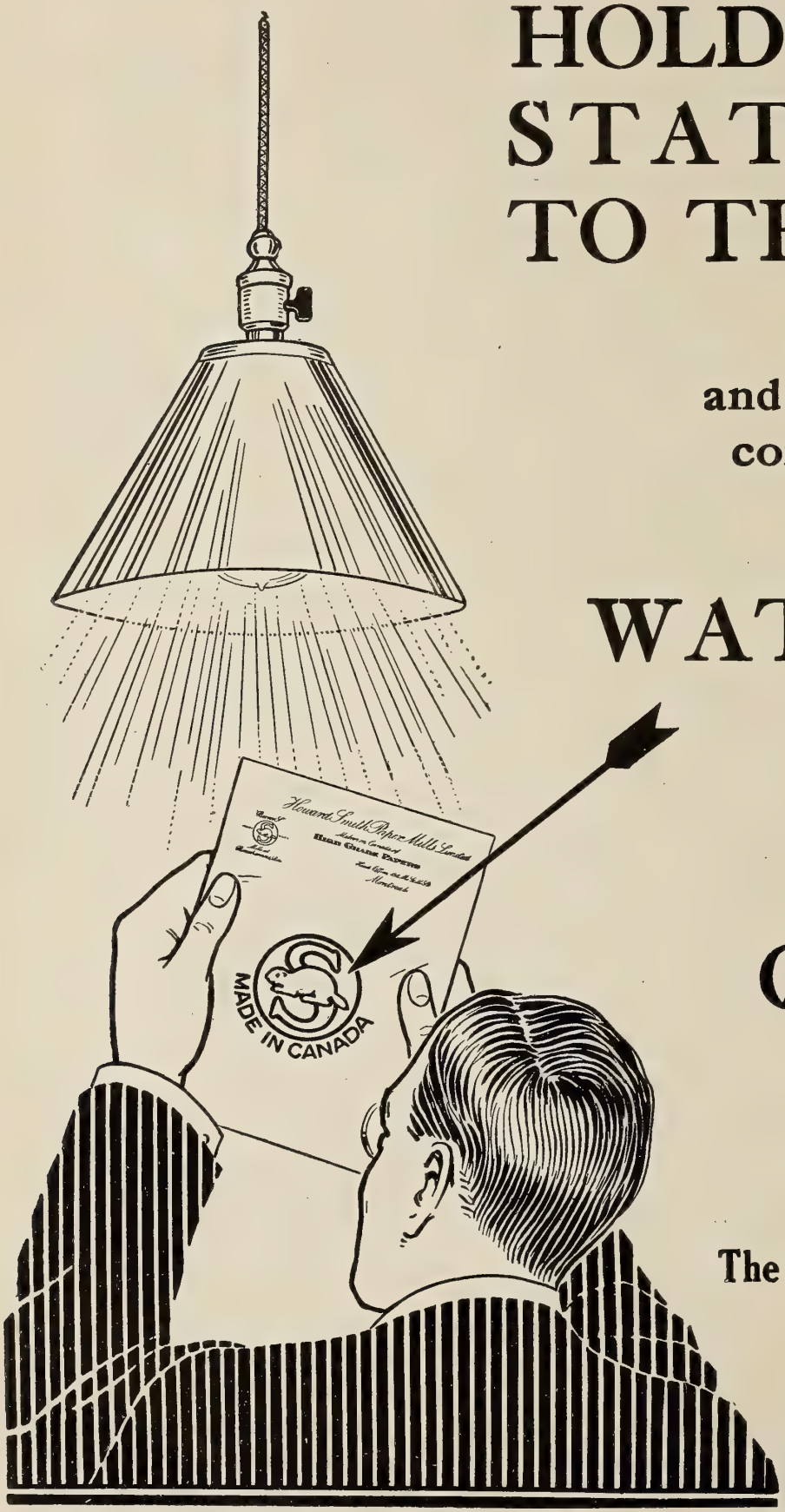
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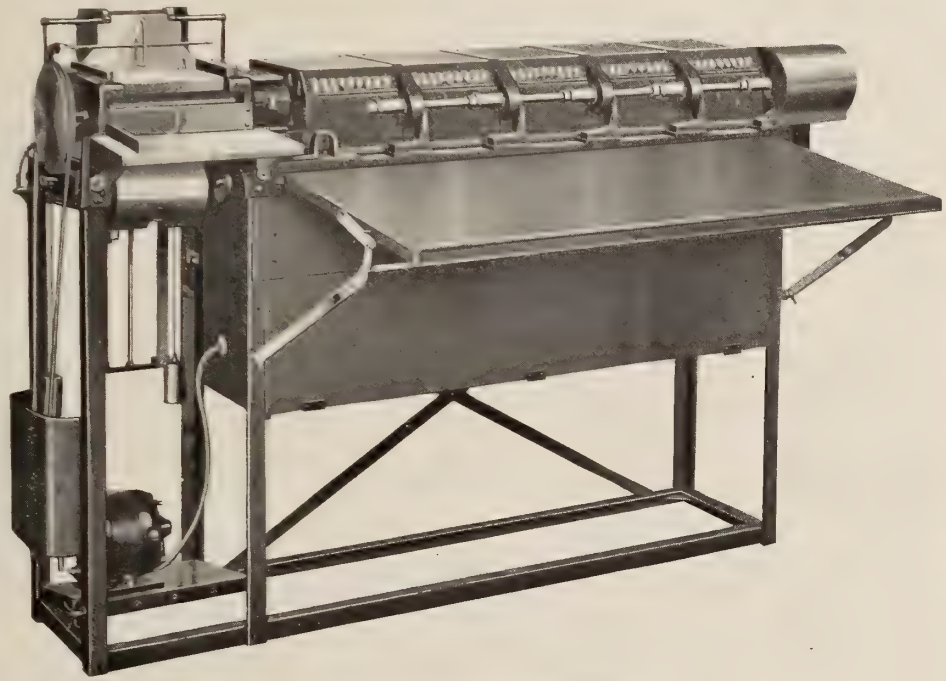
Keeping Track of Time and Cost Records

By J. N. MILNER
Cost Department, International Business Machines Co., Limited

THE study of cost accounting will always be an interesting subject, and in some cases a problematical one, but there is a solution for most problems, and costing in all its branches can be simplified through the proper application of suitable mechanical devices. These devices are developed to the requirements of one or more departmental uses; therefore, it is quite apparent that care must be exercised in the choice of each mechanical unit, having always in mind the saving that can be effected through proper co-ordination. This particularly applies to the compiling of labor, cost, and stock records, for they comprise the heart of any manufacturing business, and should be subjected to a most careful analysis.

A brief outline of a system that has proven to be applicable to most manufacturing concerns in this regard can only be attempted here. Labor is purchased time; therefore, it should be weighed or checked carefully. The time clock, well suited to this purpose, prints the time of each employee in numerical order on a sheet with capacity for six registrations, thus, morning in, noon out, noon in, and evening out, overtime in and overtime out. The record sheet is removed from the clock every day, and checked. Due to the two-color ribbon, which prints all late or irregular items in red ink, the time required for checking purposes is negligible, as only red items need attention. This record sheet, then, represents the bought time, and as time is only purchased to be sold at a profit, it is of much greater importance that job time be accurately checked.

The grocer with a daily turnover of $100.00 would not think of weighing out his goods on an even balance scale which requires human judgment, and varies in the amount of commodity needed to balance, with different operators. He uses an automatic computing scale, which shows the money value of the slightest fractions, for he knows that overweights eliminate his profits. Yet many manufacturing concerns are still depending upon pencil records of job time for arriving at their selling price. Good mechanics are usually poor clerks, and are prone to estimate time spent on jobs. Also shapes of pencil-written figures offer innumerable chances for wrong interpretation in the cost department. Pencil records can also be changed, and for this reason alone should be dispensed with, as a foreman is only human, and it is so easy to force a balance in favor of production labor hours in his department.



The Hollerith Tabulator

Used to tabulate the information supplied by the job time recorder

Many executives hesitate in making a change to job time clocks because their impression is that such a change requires special job cards, cost sheets, etc., and some because of the initial cost. The acquiring of actual knowledge and data pertaining to job time clocks and their advantages would soon dispel this view. Job time, stock, and payroll records are only so valuable as the use and analysis they are subjected to. Anyone who has seen how these records are made to divulge all their secrets by the use of a tabulating machine, will realize this. This wonderful mechanical cost accountant can be applied to all branches of record keeping, and offers an analysis that is impossible to attain through any other known agency.

The following method is used by us in keeping track of our time and cost records, and can very easily be adapted for use in any factory. At the end of the pay period information necessary for making up the payroll can be obtained in a remarkably short space of time.

First, a brief explanation of the mechanical devices used in connection with our system must be given, so that the reader may understand the various terms used in the ensuing paragraphs.

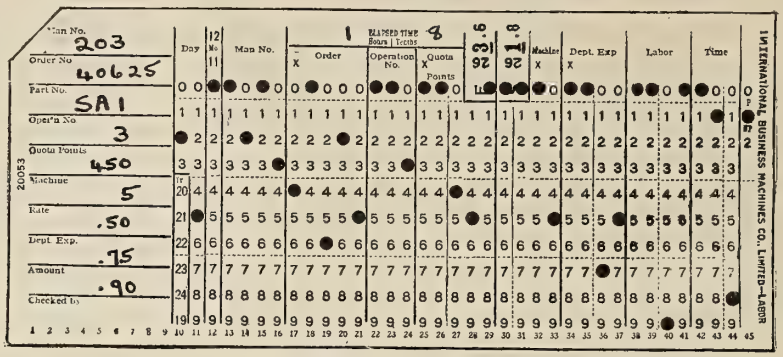
The Hollerith Tabular key-punch, automatic sorter, and combination job and time cards are the basis of our recording system. The machines sort and tabulate the information which the job time recorder supplies. In the first place the job time card can be arranged to carry any desired information. The specimen card shown in the illustration is used by us for our pay-roll and cost purposes. The card is punched in accordance with the information contained in the space at the extreme left. The automatic sorter then sorts mechanically the cards into any desired arrangement, and these in time when put through the Hollerith tabulator, will show as many as five different totals in one operation, as the machine has five counters working simultaneously. Both machines are electrically operated. The tabulator passes the cards through the sorter at the rate of 150 a minute. To explain more fully how the Hollerith tabulator and sorter work, the cards are punched by means of a key-punch, the numbers being used as a code for the different information required. The cards are sorted and tabulated by means of the punched holes in the cards.

We will now go through the details of an ordinary day's work.

The employee punches "In" and "Out" on the Dial Recorder. If late his time is registered in red print. This makes it very simple for the pay office at the end of the period to pick out the "lates," as all they have to check is the red figures.

At the commencement of a job the tabulating card is made out by the employee as to man number, part number, operation number, rate of pay, and the number of the production order on which he is engaged. In the cases of non-productive work the number of the expense account to which the time is to be charged is given in place of the production order number. The card is then punched on a job time recorder with the time of starting, and when the job is finished the card is again punched. This gives you a printed record on all jobs which cannot be changed, thus eliminating the chance for a big leak in your plant. This means that no time can be lost between jobs, as every minute of the day has to be accounted for on the cards. To eliminate the non-productive time a statement of non-productive hours against the productive hours is posed on a blackboard in the factory. This causes a friendly rivalry between the foremen in keeping down as low as possible the non-productive hours of their respective department.

The following morning all cards are turned into the cost office where the elapsed time and amount of pay earned is figured, together with the department expense or burden. The cards are then punched by a key-punch operator on the Hollerith key-punch. All the information contained in the left columns can be punched out on the body of the card.



The Tabulating Card

When the pay-period ends the cards are sorted in the automatic sorter. The cards for each man are separated and are put through the tabulator, which records the man number, hours worked during the week (which are checked by means of the dial clock slip, giving you a double check on your pay-roll) and amount of wages due. This is then transferred on to the regular pay-roll, completing the work in so far as time records are concerned.

But now the cards are utilized for cost purposes. They are sorted down so that the production order numbers run serially. Of course there may be many cards for one number, as the job may cover a period of a month or more, and also more than one man may be employed on the same job.

The cards are again put through the tabulator, and the production order number, hours spent on that order, amount paid in wages, and department expense, can be all obtained in one reading. These figures are taken down on a report, the amount of wages paid for the week balancing with the pay-roll. The time, wages, and expense are then posted right on to their respective production orders, copies of which are held in the cost department. From this it will be seen that when the production order is closed it is very simple to get

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IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

PELEG HOWLAND, President

The Bank offers a service of the highest order to Canadian Manufacturers because of its 212 Branches located in important industrial and agricultural centres throughout Canada.

COLLECTIONS made at all points in Canada and in foreign centres.

DRAFTS—Money Orders and Letters of Credit issued, available throughout the world.

EXCHANGE—Domestic and Foreign Exchange bought and sold.

SAVINGS received at all Branches—interest credited half yearly at current rate.

Accounts of Merchants and Manufacturers solicited.

HEAD OFFICE - TORONTO

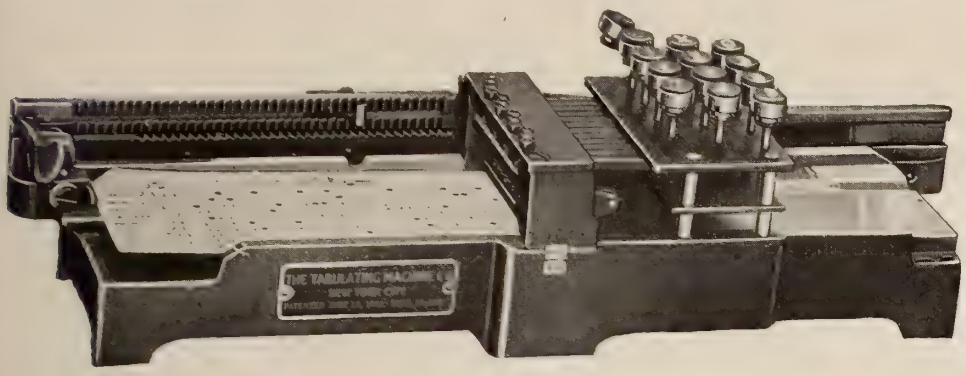
an accurate cost by merely adding the value of the material used to the figures already obtained. This is taken from the stores requisition, which carries the production order number, and is turned into the cost department after being filled.

From the weekly report a monthly analysis of the pay-roll may be prepared. All work done on production orders is of course shown as productive time, and non-productive time is shown according to the various expense accounts to which it is charged. By this means a close check can be kept on overhead expense, which, of course, is one of the chief factors in determining whether a profit or loss is to be made.

By the foregoing system accurate time and cost records may be kept without the mass of detail which the ordinary business man usually connects with the cost keeping.

Still the utility of the cards is not all consumed. At the present time we are installing a quota system in the factory, a certain time being allotted for each job, and any improvement on this time being suitably rewarded. The main point was to set a fair time for each operator. By means of our cards which have the printed record of the times of all operations performed for a year back punched on them, we are able to get actual and exact figures again with the aid of the sorter and tabulator.

We work on the old axiom that "figures cannot lie." Our dial recorders show the time of entering and leaving the factory, our job time recorders show the time wasted, if any, and the tabulating cards carry an indelible record of times made on any and all operations. Thus we have no disputes, and everyone is satisfied that he is getting a square deal, which is a great asset to a manufacturer in the day of high-priced labor.



The Key Punch

Used to prepare cards for the Tabulator and Sorter

Establishing Order

Writer in "Factory" Outlines Plan for Systematising Work

You've probably seen the man with his desk so littered up with paper that he has to hunt hastily through the whole pile each and every time he wants to find some certain paper. A great deal of time is wasted in the factory office by just this type of worker. He never knows just where his work stands and he is always busy and is generally considerably behind in his work.

The manager of one office realized the temptation for his lack of method and directness in his office work, so he devised a means of removing this temptation. The cornerstone of his plan was that a tidy desk makes a tidy brain.

On the desk of each clerk he placed a desk tray with three spaces. One

SENDING MONEY ABROAD

If you wish to send money abroad, purchase a draft from The Canadian Bank of Commerce. It is the safest method and the cost is small. Should the money be required at once we shall be pleased to arrange the matter by cable.

THE CANADIAN BANK OF COMMERCE

PAID-UP CAPITAL - - - $15,000,000
RESERVE FUND - - - $15,000,000

83A

The Merchants Bank of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital - - - - - - $ 8,400,000
Reserve Fund - - - - - - 8,660,774
Total Deposits (Oct. 30th, 1920) - - over 170,000,000
Total Assets (Oct. 30th, 1920) - - - over 209,000,000

President: Sir H. Montagu Allan, C.V.O.
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

AN ALLIANCE FOR LIFE

Many of the large Corporations and Business Houses who bank exclusively with this institution have done so since their beginning. Their banking connection is for life—yet the only bonds that bind them to this bank are the ties of service, progressiveness, promptness and sound advice.

399 Branches in Canada Extending from the Atlantic to the Pacific

CANADIAN BUYERS OF BRITISH PRODUCTS—

AN enormous range of goods, in fact, practically every product manufactured in Great Britain, will be displayed at the Seventh British Industries Fair, organized by the British Government, for the inspection of the visiting buyer.

To make such an inspection, except at the Fair, would be the labour of months. The buyer would have to travel to every corner of the country, and even then he might miss the exact article he wants. He would have to make comparisons of similar products from memory, and might mistakenly select an inferior article.

The British Industries Fair affords the simplest, easiest, quickest, cheapest, and most efficient means of buying British products.

The buyer has the various manufacturers' products exhibited within a few paces of each other, this enabling him to make fair comparisons and quick decisions. Writing rooms, special Post and Telegraph offices, and restaurants are installed on the grounds for the convenience of the buyer.

A fully staffed office of the Department of Overseas Trade, of the British Government, is at the buyer's service. Here he may obtain all information regarding products—tariffs, shipping, exchange, etc.

The three sections of the Fair—London, Birmingham and Glasgow—exhibit an entirely different range of products, no industry being permitted to exhibit in more than one section. The London and Birmingham sections run concurrently, while the Glasgow section opens a week later—February 28th. An excellent railway service connects the three cities. Birmingham is a 2½ hours', and Glasgow a 10 hours' trip from London.

Full information, and invitations to bona-fide buyers, may be had, on request, from the nearest British Trade Commissioner, who will also recommend responsible brokers, if you cannot attend and have no representative in England.

CAPT. E. J. EDWARDS, H.M. Senior Trade Commissioner, 248 St. James Street, Montreal, Que.
F. W. FIELD, H.M. Trade Commissioner, 257-260 Confederation Life Building, Toronto, Ont.
L. B. BEALE, H.M. Trade Commissioner, 610 Electric Railway Chambers, Winnipeg, Man.

THE BRITISH INDUSTRIES FAIR

February 21st to March 4th, 1921

LONDON — BIRMINGHAM — GLASGOW

space was labeled "To-day," another "To-morrow" and the third was marked "This week." A file was put in the drawer of each man. The file contained folders for every day in the month.

He then went around and had a talk with each man. He asked them to use the trays and files as he intended them to be used. He issued written instructions which outlined his plan. These instructions were as follows:

"File in each tray the work which should be done on the day designated.

"Have only one paper on the desk in front of you. All others are to be either in the file in the drawer or in the proper partition of the tray.

"Work on that one paper until everything possible is finished about it, then pick out the next job to work on. Work on that alone till it is finished.

"If you are interrupted while working on one paper don't go away and leave it on your desk. Put it in the tray marked "To-day" and pick it out again when you come back.

"Always finish up the work in to-day's tray before starting on to-morrow's.

"Every morning move the work in "To-morrow" up to "To-day" and take the day's work out of the monthly file.

"If it is necessary to get additional information on some work before you can go on with it, don't jump up and go after it immediately. Nor don't lay it on one corner of the desk to become mixed with something else you may have laid there before. Put it aside in the top right-hand drawer of your desk and wait until you have several things you have to look up—then do them all at once.

"Never have papers lying ahound promiscuously on your desk. Have one thing in front of you while you are at your desk, and nothing on the desk while you are away from it. And do one thing at a time and that well."

While this manager laid down some pretty stringent rules and instructions, he is working in the right direction and compliance with these rules cannot but benefit the worker and the office. He says that the improvement in the quality and quantity of the work accomplished, is quite noticeable.

M. I. N.

Banker Urges Caution

Manager of Molsons Bank in Vancouver gives Interesting Address on Finance

"Do not be pessimistic, but do be careful. Financially Canada is healthy. We have vast natural resources and are producing what the world requires to-day, and I am convinced our population will grow much during the next few years."

These were the concluding words of an address on "Finance," delivered before the Wholesale Bureau of the Vancouver Board of Trade last month by G. W. Swaisland, manager of the local branch of the Molsons Bank. Dealing with the part played by the banks in modern business, he said:—

"The banks are performing a great task in the world to-day, just as necessary and as important as that of any other business or profession. Our first duty is to our depositors and it is also our duty to endeavor to keep the wheels of commerce running smoothly, and to assist the legitimate development of the productive resources of our country.

"The banking systems of all countries are now being put to the test, and I think you will agree with me when I say that the Canadian banking system is not surpassed by that of any other country. A short time ago banks were using all available funds to help finance this year's crop on the prairies, and now this money is beginning to come back. It will be available for use elsewhere."

The speaker dwelt at some length on the necessity of caution, making it clearly understood that there was no reason for pessimism. "Banks are sometimes criticized when they find it necessary to curtail loans," he said.

"It is improbable that at any previous time in the history of the Dominion the credit structure of the country has

To Manufacturers, Exporters Importers and Others

Through our chain of 700 Branches stretching from Newfoundland to the Pacific Coast, throughout the West Indies and in Central and South America, we can offer you a Banking Service of unexcelled efficiency.

MONTHLY COMMERCIAL LETTER

Write for Monthly Commercial Letter to our FOREIGN TRADE DEPARTMENT, MONTREAL, Que.

The Royal Bank of Canada

TOTAL RESOURCES, $584,000,000

Experienced Banking Service



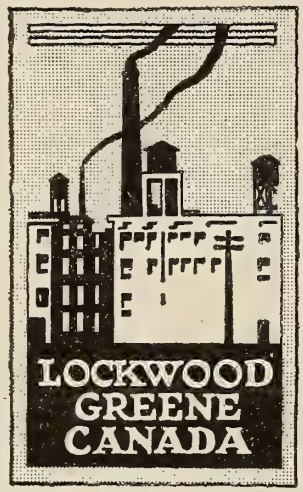
A PERFECT commercial banking service is only evolved by experience. A bank's value to its customer increases proportionately with the widening of its knowledge.

The Union Bank has been engaged in commercial banking for more than half a century and has attained a clear perception of its duties to the banking public.

UNION BANK OF CANADA

462

Anticipating Difficulties Unknown to YOU



—unknown to you, but not to the engineers of LOCKWOOD, GREENE, who can plan your factory for you with an eye to the needs of 1925-1930, and with the accumulated experience and study of many busy years.

Planning and supervision by Lockwood, Greene means increased productivity of plant, better working conditions, and more efficient organization. Write for booklet "Building with Foresight"

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& CO. OF **CANADA** LIMITED
285 Beaver Hall Hill, Montreal
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Thorne, Mulholland, Howson & McPherson

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Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared, and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

OFFICES IN CANADA

Edmonton, Alta.	Hamilton, Ont.	London, Ont.	Victoria, B.C.
Halifax, N.S.	Ottawa, Ont.	Quebec, Que.	Sydney, N.S.
Montreal, Que.	Toronto, Ont.	Vancouver, B.C.	
St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

JOHN A. THOMPSON, General Manager Western Canada
McKinnon Bldg., Toronto

EXPORTERS OF
Reed Organs, Piano Stools,
Music Cabinets.
Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats,
Flush Tanks,
Medicine Cabinets,
Everything for the Bathroom.
Write for Catalogue C and Price List.

been put to a more severe test than during the present autumn. Demands from commercial and industrial borrowers have been insistent and heavy, a fact which is reflected in the showing in the bank statement in respect to current loans which grew in September by over $32,000,000 to the record total of $1,417,000,000.

"The increase during the past year, ending September 30, in Canadian banks, was as follows," said the speaker. "Loans, $360,000,000, while the bank deposits only showed an increase of $70,000,000. Banks are just as anxious to lend money as you are to sell goods—but there is a limit.

"The great expansion in banking business during the past few years has not been accompanied by a corresponding increase in the paid up capital, or in the capital funds," he continued. "In August, 1914, the paid up capital and surplus of Canadian banks was an amount equal to about 20 per cent. of the total amount of the deposits. To-day this percentage is reduced to about 10 per cent."

The speaker said it was the opinion of many that bank loans would now begin to show reductions, and owing to the general drop in the cost of all commodities loans to merchants will probably show considerable reduction.

Adjourned Meeting Held.

Consolidated Report of Lake of the Woods Milling Company, Limited, and Subsidiaries Presented

The adjourned annual meeting of the shareholders of the Lake of the Woods Milling Company, Limited, was held in Montreal on November 3rd, and the executive and board of directors were re-elected without change for the ensuing year. A combined balance sheet of the Lake of the Woods Company and subsidiaries was submitted to the shareholders, the figures shown being as at September 1st last, and showing the increased capitalization, which on that date stood at $3,500,000 common stock issued, and $1,500,000 preferred, bringing the total up to an even $5,000,000.

The statement includes the assets and liabilities of the Keewatin Flour Mills Company, the Sunset Manufacturing Company, and the Medicine Hat Milling Company, in addition to the parent concern, the combined property assets of which are shown at $4,354,226, compared with $3,080,588 disclosed in the exhibit of the Lake of the Woods company at the end of August. Elsewhere the statement of the combined companies contains a number of interesting changes. Inventories of wheat, flour and mill supplies are given at $1,498,306, or $445,739 in excess of the Lake of the Woods figures alone, as at August 31. From these inventories has been taken an amount for reserve, an altogether new item, "reserve account," appearing among the liabilities at $900,000. This new reserve is in addition to the contingent one of $697,519 contained in the Lake of the Woods proper statement at the end of the last fiscal year.

The working capital figures revealed in the consolidated showing disclose the usual strong position, current assets exceeding liabilities of a like category by $3,844,067, compared with $3,481,089 in the Lake of the Woods statement as at August 31st last.

Profits Are Lower

Annual Statement of Western Canada Flour Mills Company, Limited, Submitted to Shareholders.

The annual statement of the Western Canada Flour Mills Company, Limited, submitted to the shareholders at a general meeting held in Toronto on October 29th, shows a slight decrease in profits as compared with the previous twelve months. This decrease was largely due to the lack of export business, which necessitated the closing of the mills for various intervals, with the result that production was substantially reduced. With the abolition of the Canadian Wheat Board, the president, Andrew Kelly, points out, there is now permitted the resumption of business with foreign connections as



In A Declining Market

it is important for the manufacturer or merchant to hold down to a minimum the quantity of materials in storeroom and goods in warehouse, and to turn inventories as quickly as possible into cash.

Success in the accomplishment of these results depends upon the effectiveness of control over stocks of material and merchandise, work-in-process, and goods in branch houses.

Are you sure your methods of control are adequate to enable you to make a satisfactory profit for the coming year?

We are especially fitted through long experience to be of service in equipping your business with methods that will provide the essential control.

GRIFFENHAGEN & ASSOCIATES, Limited

Industrial Engineers, Accountants and Employment Advisers

TORONTO
CONFEDERATION LIFE BLDG.

MONTREAL
Bank of Nova Scotia Bldg.

OTTAWA
Union Bank Bldg.

prevailed before the war. Provided the mills are operated to capacity, he states the current year's results should be satisfactory.

Net profits for the year ended August 31st last, amounted to $414,723, compared with $437,986 in 1919, and $543,844 in 1918, which was the banner year in the history of the milling enterprise. After deducting bond interest there remained available for application to the oustanding capital stock of the company a balance of $335,470, or equal to 13.5 per cent., against 14.4 per cent. in 1919, and 19.9 per cent. in the record 1918 year.

The company distributed among its shareholders during the twelve months covered by the report the sum of $250,000, representing dividends at the annual rate of 8 per cent, and a bonus of 2 per cent. In addition, early in the fiscal period, shareholders received a special bonus of $250,000 in Victory bonds, as was the case in 1919.

After all deductions were made there remained a balance to the credit of profit and loss account of $548,335, compared with $712,865 on August 31, 1919, and $858,434 at the close of the previous year.

The balance sheet portion of the statement reveals the comfortable financial position reported in former statements. Current assets of $2,243,371 exceed liabilities of a similar category, amounting to $1,194,093, by well over a million, or leaving the working capital of the company at approximately the same level as a year ago and comparing with $910,730 in 1918.

President Kelly, in his report to the shareholders, states that during the year the erection of an office building was commenced on Macpherson Avenue, Toronto, adjoining the warehouse. The building will be ready for occupancy at an early date and the head office of the company will be moved to the new premises.

Bonus is Announced

Five Per Cent. to be Paid on Common Shares of Woods Manufacturing Company, Limited

A bonus of 5 per cent. on the common shares of the Woods Manufacturing Company, Limited, was announced in Montreal on November 18th. The regular quarterly dividend of 2 per cent. was also declared, dividend and bonus being payable December 1st to shareholders of record November 25th. This makes a total distribution of 13 per cent. for the year.

Merchants Bank

Marked Expansion in Assistance Bank has given to Canadian Trade and Commerce

The close association established by the Merchants Bank of Canada with the expansion of the business and industry of the Dominion is strikingly shown by the semi-annual statement of the bank, to October 30th, 1920.

The Merchants Bank, with its complete organization throughout the Dominion, is known for the special assistance to growing and expanding businesses and the report now issued shows that it has been particularly active in this direction during the past year. This is reflected by the increase in current loans and discounts to customers to $120,515,402, as compared with $102,346,514, a gain of $18,168,889.

With a view of increasing its facilities to the farmers and merchants and the manufacturers of the country, the bank has provided for an increase in capital and as a result the paid-up capital now stands at $9,955,970, an increase to date of $1,614,434. At the same time the reserve has been increased by $1,400,000 and now stands at $8,400,000. Both these amounts will be further increased by the instalments still outstanding.

A further substantial gain in savings deposits indicates that the Canadian people are practising habits of thrift. During the year the savings deposits of the banks have been drawn on heavily to meet payments for the last Victory Loan campaign. Notwithstanding this development, the bank shows a gain in savings deposits of $4,628,040 and total deposits now stand at $170,634,061, up from $166,006,015.

As a result of the expansion, the total assets established a new high record by crossing the $200,000,000 mark. They now total $209,450,448, against $198,506,572.

Bank of Montreal

Favorable Statement for Past Year Lends Encouragement to Present Situation

The financial report of the Bank of Montreal for the year ending October 30th becomes available at a somewhat critical moment in the readjustment of financial and industrial conditions in Canada. The report reflects continued prosperity in Canada's premier institution and its publication will be found welcome and reassuring.

The statement indicates that the bank has been able to take care of an unusually large proportion of the increased requirements of the merchants and manufacturers of the country. The increase in the loan account during the year amounted to approximately $60,000,000.

At the same time there has been a striking reduction in the accounts which reflect the special business which the Bank of Montreal undertook during the war period on behalf of the Imperial and Dominion Governments. As a result, the holdings of Dominion and Provincial Government securities have been reduced to $14,863,954, compared with $63,984,255 at the end of the previous year. Canadian municipal securities and British, foreign and colonial public securities, other than Canadian, have also declined, the total this year being $36,749,430 against $47,041,359.

Owing to the marked expansion of the business of the country, the bank arranged during the year to increase its capital and this now stands at $22,000,000, a gain of $2,000,000 for the year. A corresponding increase was also made in the rest account, and this now stands at the same figure as the capital.

In addition, savings deposits continue to indicate a healthy gain and these now amount to $322,578,613, a gain of approximately $10,000,000 for the year.

As a result of these increases, the total assets of the bank stand at $560,150,812, up from $545,304,809 at the end of the previous year.

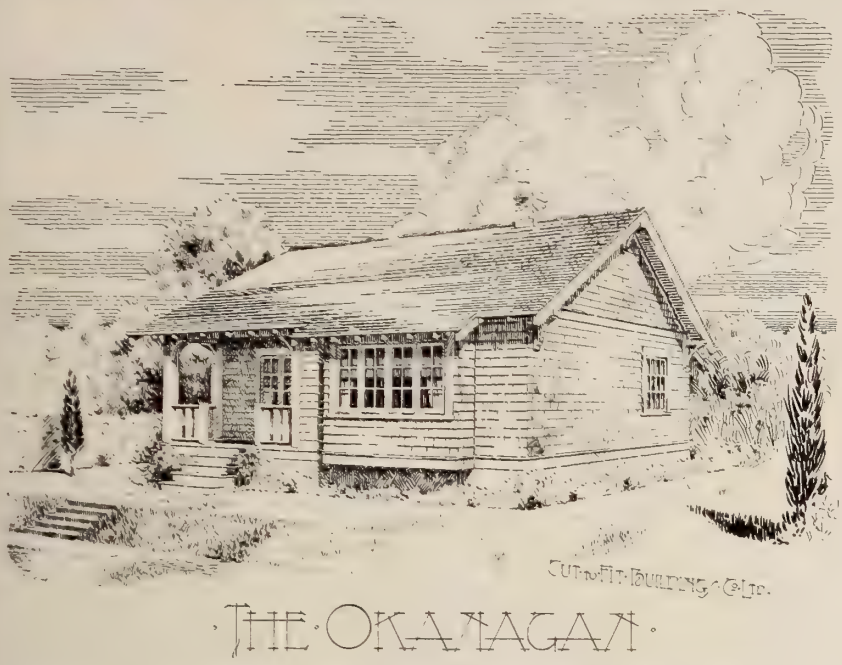
The larger amount of capital which the bank had at its disposal and the increase in the value of business handled has resulted in a steady expansion in the earnings of the bank. The net profits for the year amounted to $4,033,995, compared with $3,314,227 a year ago. These profits, added to the balance of profit and loss and to the premium obtained on the new stock issued during the year, made a total amount available for distribution of $6,846,850. This amount was appropriated as follows: Regular dividends and bonus, $2,960,000; amount credited to rest account, $2,000,000; war tax on bank note circulation, $210,000; reserve for bank premises, $425,000, a total of $5,595,000, and leaving an amount to be carried forward to profit and loss of $1,251,850.

Altogether the report is a most encouraging document, appearing at a time when the shrinkage of inventories and financial stringency are casting their unfavorable spell over the sentiment of the country.

The Canadian Manufacturers' Sales Corporation have published a study by Percy Montgomery, entitled: "Co-operation in Industry." In it the objects of the Corporation, the services and methods of transaction are explained.

Please take notice that the undersigned attorneys for the patentee are prepared to supply at a reasonable price any demand for anti-creeping devices for railway tracks as described in Canadian Patent 186389, granted Sept. 3rd, 1918, to D. M. Patrick. They are also prepared to receive offers for the purchase of the patent or for licenses to operate under the same. Ridout & Maybee, Kent Bldg., Toronto, Canada.

Kill Bolshevism *by* Erecting Homes



The manufacturer or large employer of labor can solve his labor troubles by providing proper housing accommodation for his employees.

Employees who are comfortably housed are contented employees.

By the CUT-TO-FIT method you eliminate TIME waste and waste of materials—the two main essentials in cost reduction.

If you contemplate building, let us show you our plans, or we will conform to your own plans.

25% SAVED ON BUILDING COST *by* CUT-TO-FIT METHOD

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T. J. STEVENSON—Sales Managers—GEO. E. CHALLES

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Toronto Brantford Winnipeg Calgary Vancouver

Canada's Industrial Expansion

A Record of Progress

Now Making Conduits

Canadian Triangle Conduit Company, Limited, Are Manufacturing in Toronto

The Canadian Triangle Conduit Company, Limited, are among Toronto's newer industries. In their factory on Prescott Street, a building with some 10,000 square feet of floor space, they are now manufacturing flexible steel conduit, flexible conduit (loom), and armored cable. The employees are about thirty in number.

Officers of the new company are: V. C. Gilpin, president; J. E. McAuliffe, vice-president; J. Herbert Hall, secretary; and E. B. Watts, treasurer. Conduits Company, Limited, are their general sales agents.

New Battery Factory

Dominion Battery Company, Limited, Occupy New Plant on Trinity St., Toronto

Only the finishing touches remain to be added to the new building of the Dominion Battery Company, Limited, at the corner of Trinity and Mills Streets, Toronto. The plant, which was formerly a windowless tank-room of the Gooderham distilleries, has been transformed into a four-storey modern factory, fully equipped for the production of "Reliable" batteries.

The Dominion Battery Company were formed in the fall of 1917, and their new building is an indication of how their business has expanded. When the plant is running to capacity the number of batteries made will be three to five times the former output. Besides batteries for flashlights, the company also make ignition units for automobiles, trucks, and household uses.

Clarke Brothers, Limited

Extensions Being Made to Bear River Plant Will Almost Double Its Capacity

In a circular letter issued by Clarke Brothers, Limited, a report is given of the extensions being made to their plant at Bear River, Nova Scotia. In spite of unfavorable weather conditions last fall and winter, which caused an abandonment of the work for four months, the buildings are now nearing completion and the machinery is being rushed forward and set up as fast as it arrives.

The original mill had a capacity of thirty tons a day. The extension with the additional equipment purchased will increase this to fifty tons. The company also report that



New Plant of Dominion Battery Company, Limited, Trinity and Mills Streets, Toronto

they have been able to acquire rights to certain improvements in the manufacture of kraft pulp, and the quality of their product will be greatly raised as a result. Although these developments will almost double the capacity of the plant it has been found necessary to increase the indebtedness by only $250,000, making a total indebtedness of $1,250,000.

Are Rebuilding Plant

Mann Axe Company, Limited, Will Operate at St. Stephen About February 1st

The Mann Axe Company, Limited, successors to the Mann Axe & Tool Company, Limited, of St. Stephen, New Brunswick, are rebuilding their plant which was destroyed by fire on July 10th last. A one-storey, steel frame building is being constructed, 160 x 65 feet, which, when fully equipped will cost in the vicinity of $75,000. The foundation will be of concrete, and brick will be used for the remainder, the company's aim being to have a factory that is at once attractive, strong and fireproof. About fifty men will be employed in the manufacture of axes and edge tools. The beginning of February is the date set for the commencement of operations.

Fibre Box Factory

Clarke Brothers Paper Mills, Limited, Buy Plant at Glen Falls, N.B.

The organization of Clarke Brothers Paper Mills, Limited, brings the making of fibre and shipping cases under one control from raw material to finished product. The new company, an outgrowth of Clarke Brothers, Limited, of Bear River, Nova Scotia, have acquired the Ford Motor Company's plant in Glen Falls, near St. John, New Brunswick, and will carry on the manufacture of fibre and corrugated shipping cases there from kraft pulp supplied by the Bear River Mills.

The plant, though built for the purposes of automobile manufacture, has been found altogether suitable for the making of paper products. It consists of two buildings, equipped with sprinkler system and other modern devices, and has a total floor space of 36,000 square feet. The larger building measures 80 by 227 feet and the smaller 60 by 227 feet. Daniel McLarty, formerly superintendent of the J. R. Booth mills at Ottawa, has been appointed superintendent of the Clarke Brothers Paper Mills.

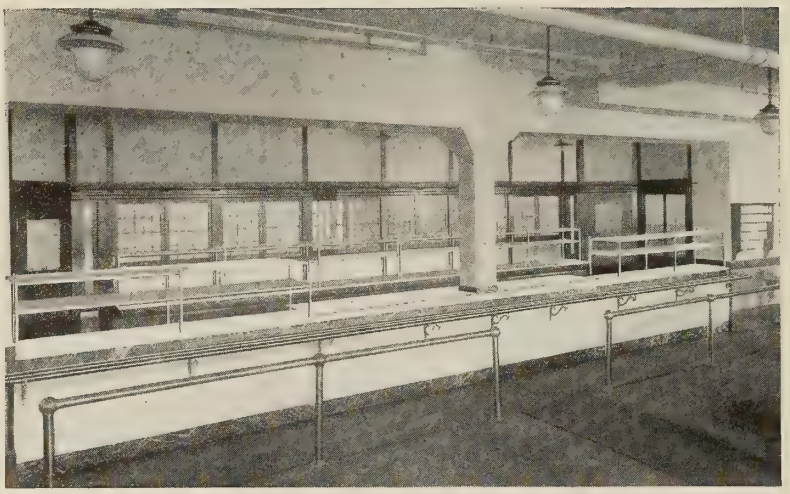
The authorized capitalization of the company is $5,000,000 in common stock, of which $3,000,000 is to be issued. An issue of $1,500,000 of 7 per cent. first mortgage sinking fund bonds is also authorized, of which $1,250,000 will be sold. The bonds are unconditionally guaranteed by Clarke Brothers, Limited. Manufacturing operations will probably commence in January.

Bathurst Power Development

Bathurst Lumber Company, Limited, Developing Water Power on Nepisiquit River

The power which runs the mills of the Bathurst Lumber Company, Limited, will soon be supplied from their own plant now under construction at the Grand Falls on the Nepisiquit River. They are building there a thirty-five foot dam which will give a head of 110 feet. Two units of 4,500 horse-power each are now being put in and provision has been made for installing a third unit of the same size at a later date. The style of equipment is the umbrella type of generator and it is manufactured by the Canadian General Electric Company at their Peterborough, Ontario, plant. The turbine wheels are manufactured by the Boving hydraulic and Engineering Company at Lindsay, Ontario, and are now being installed.

The plant is of the best known concrete and steel construction and a very handsome building. Most of the concrete work is now completed and the company are just commencing the installation of the machinery. They expect to have all machinery installed and the plant in operation by



A well-planned and strictly sanitary cafeteria installed for Harris Abattoir Co. Limited. Note the glass shelves and sanitary counter. The steam heating tables are conveniently located behind the counter. This is one of many equipments installed by us.

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So They Called the Expert In

Fred Brock of Baxter and Company was a good Office Manager. That was an acknowledged fact, both among his business associates and the boys at the club. People discussed his organizing ability and the capable staff with which he had surrounded himself.

ONE thing troubled Fred, though: his filing system and certain details of office routine. In the rush of two years of unprecedented business he'd no time to re-organize his system. As a result it had become unwieldy; papers were becoming increasingly difficult to find; complaint reports were coming in with greater frequency from the "Chief" and other department executives, so Miss Thompson, the filing clerk reported.

That was just a year ago—before Fred Brock called to his aid the System Service Expert of "Office Specialty". His business day is much pleasanter for him now—since the "Office Specialty" System Expert analyzed his existing systems and submitted a plan that would not only remedy the immediate trouble, but make ample provision for natural expansion for some time to come.

This is the type of expert service that "Office Specialty" is rendering to its thousands of clients to-day—a concrete service backed by the resources of a centralized System Department whose cumulative experience in solving filing and record-keeping problems in many different kinds of business is offered to you in your individual problem without fee or charge, or without reservations of any kind.

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TIME IS MONEY
FILING SYSTEMS

962

April 1st, 1921, and the power will then be transmitted about eighteen miles on steel poles and copper wire to the plant in Bathurst, New Brunswick, where most of it will be utilized.

In addition to this transmission line, the company are putting in quite an extensive pumping station in connection with their pulp-mill, and are building a concrete pump-house and a wood stave pipe line with 48-inch inside diameter to carry water from the Nepisiquit River into their pulp mill—a distance of about two and a half miles. In this pumping station they are installing three 17,500 gallons per minute centrifugal pumps.

As soon as these two operations are completed, the Bathurst Lumber Company expect to commence the work of doubling their pulp mill's capacity, and they will also install paper machines to manufacture a portion of their pulp into paper at Bathurst.

The hydraulic work in connection with the development is in charge of William Kennedy, Jr., hydraulic engineer, of Montreal, and the electrical part of the construction is under the supervision of Dr. L. A. Herdt, electrical engineer of McGill University. Messrs. Morrow & Beatty, of Peterborough, Ontario, are doing the construction at the Falls under contract, and W. J. George, of Ottawa, is directing the work on the pumping station and transmission line. The company report that the work is being carried on in a very efficient manner and is of the best possible permanent construction.

Alkali Plant Extends

Brunner, Mond, Canada, Limited, Will Soon Complete Addition to Soda Ash Plant

Brunner, Mond, Canada, Limited, alkali manufacturers, at Amherstburg, Ontario, have an extension to their soda ash plant well under way, which entails an expenditure of approximately $1,000,000. The original plant, a fireproof building of steel and concrete construction was completed last year and manufacturing operations were commenced on October 1st, 1919.

At that time a 50 per cent. output was sufficient to meet the demands of customers. It has been found necessary to increase the output sufficiently to guard against any shortage of a product essential to many other Canadian manufacturing industries. The extension should be completed and in operation early in December. As it will increase the production 50 per cent. above the original maximum capacity, the company expect to keep abreast of all Canadian demands for some years to come.

Remanufacturing Lumber.

Knox Brothers, Limited, Purchase Part of the Davis Shipbuilding Company's plant at Levis,

Knox Brothers, Limited, a lumber firm of Montreal, have purchased the wooden shipbuilding plant of the Davie Shipbuilding & Repairing Company, Limited, at St. Joseph de Levis, Quebec, and have fully equipped it with the necessary machinery for remanufacturing lumber.

The company were left with a very large quantity of B.C. fir timber on their hands due to the cancellation of a number of large contracts on the signing of the Armistice. They also had about ten million feet of Quebec spruce left over from their export contracts. As the only feasible plan of marketing this material to advantage involved further manufacturing, they decided to equip an up-to-date saw-mill and planing mill at Levis. They have installed there one 8-foot band saw for resawing their big fir timber, a number of 6" band saws and six planers.

In a letter to INDUSTRIAL CANADA, J. B. Knox, says: "We are able at the present time to take care of about eight cars per day, and we intend to increase our capacity until we can

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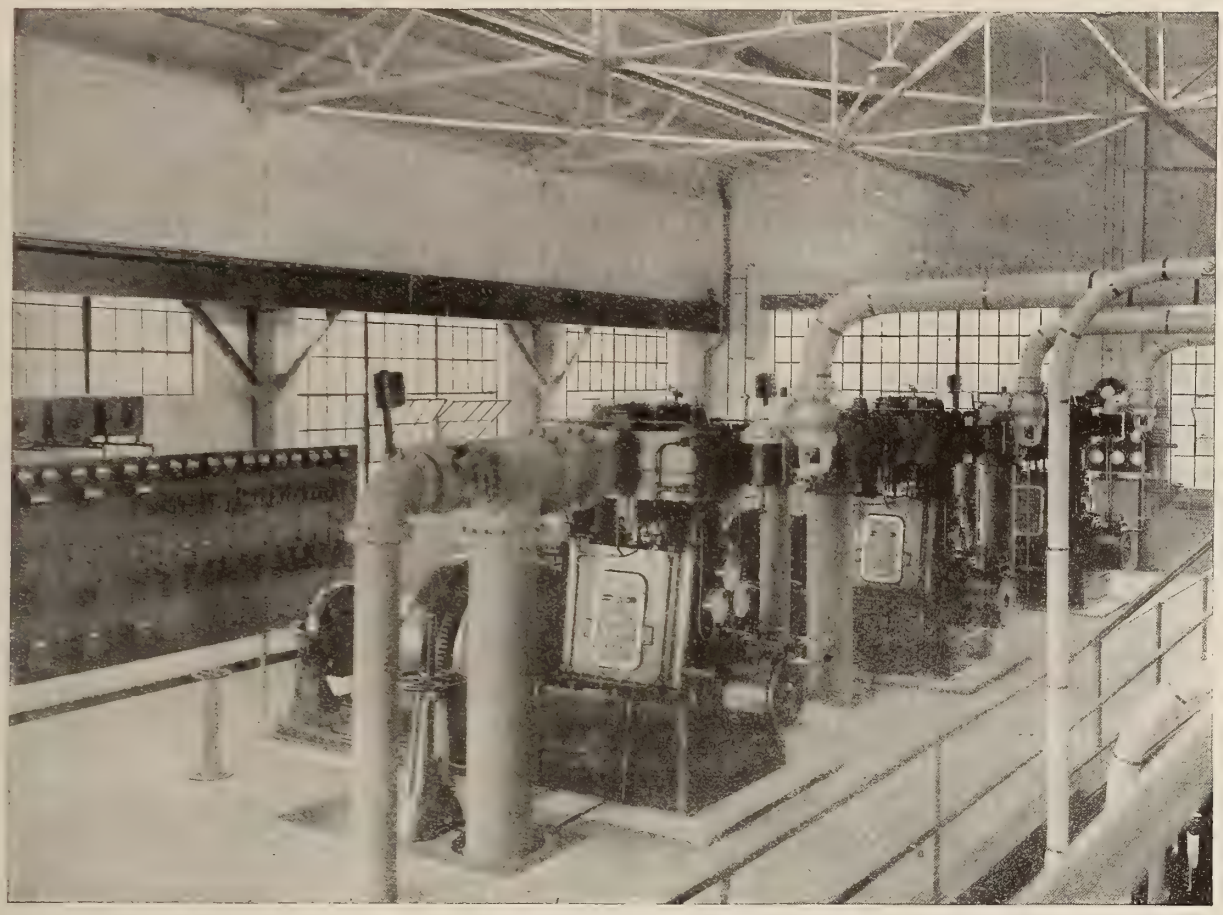
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remanufacture at least twenty cars per day. Our main mill is 500 feet long by 108 feet wide, and we have track storage room to accommodate about forty cars. We have another building which we intend to equip with machinery for making box shooks. Both of these buildings are well heated, so that we can work the year around to advantage. We have already started our operations and so far everything has been entirely satisfactory.

We are located at Levis, where we get the advantage of through rates from any point on the Canadian National Railways, including their Transcontinental lines. We also get the advantage of through rates from the Grand Trunk and the Quebec Central Railways. Shippers in Toronto or in any part of Canada who buy lumber east, north or south of Quebec City can have their lumber shipped to our plant at Levis and stopped off there for further manufacturing. Their shipment then can continue to its destination on the balance of the through rate. For this privilege they have to pay a minimum charge of $5.00 per car."

With the original cost of the plant and the money being spent on it by Knox Brothers for improvements and new machinery, the total valuation will be almost $500,000. The present owners believe that when they have the mill running to full capacity it will be the largest remanufacturing plant in Canada.

Waterproofing Materials

B. C. Impermealite Company, Limited, are a New Vancouver Industry

The B. C. Impermealite Company, Limited, are a company now manufacturing waterproofing liquids in Vancouver. Their plant is situated at 587 Seventh Avenue West, in that city and their offices are in the Rogers Building. The factory covers a lot 33 x 120 feet and is equipped with the mixing tanks used for preparing the liquids.

Two men and an expert are employed in the factory, and with this force 20,000 gallons a week can be turned out. This output can be easily increased as the demand for the product grows. The liquids manufactured are trade-named "Curo" and "Impermea" and are used for waterproofing concrete and hardening stone. The company have already filled a number of contracts satisfactorily.

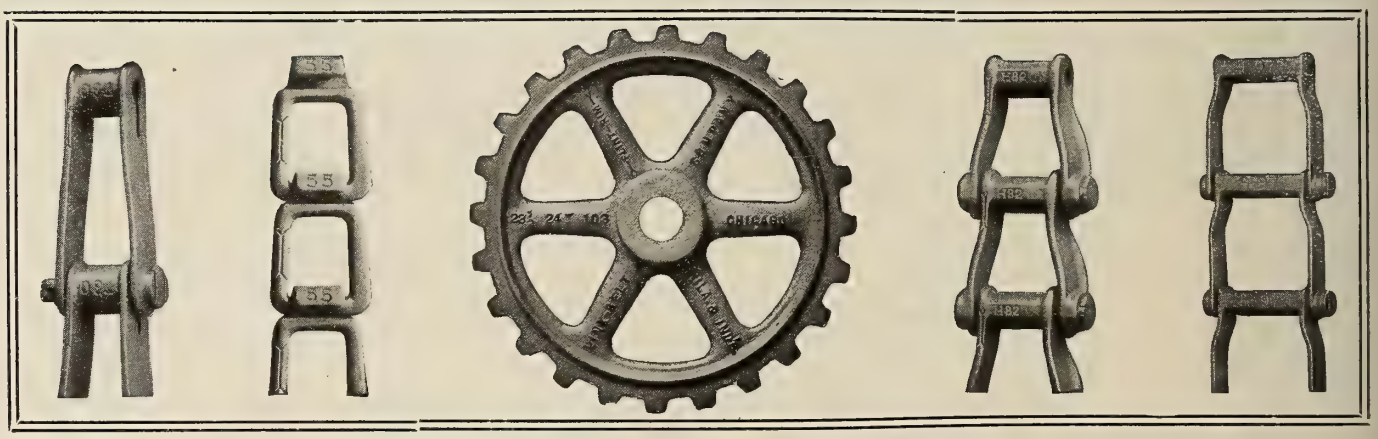
To Manufacture Veneer.

Waterville Veneer & Panel Company, Limited, Have Acquired a Plant at Waterville, Quebec.

At Waterville, Quebec, a new company, the Waterville Veneer & Panel Company, Limited, have acquired a factory formerly owned by George Gale & Sons. This plant has a floor space of 150,000 square feet and is being remodelled to suit the requirements of the purchasers.

The company expect to be ready for operation about March 1st, 1921, with a force of 150 hands. They will manufacture all Canadian hardwood single ply veneer, such as birch, maple, basswood, beech, elm and ash. Among their products will also be panels in three and five-ply of various thicknesses and grades, and panels faced with cabinet woods such as mahogany, walnut, plain and quartered oak and all other fancy woods. The plant will have a capacity of one carload of single-ply veneer and 20,000 feet of panels per day.

The directors of the Waterville Veneer & Panel Company are all Montreal men. J. H. Sherrard is president; H. Lefeber, vice-president and general manager, and A. Conway, secretary-



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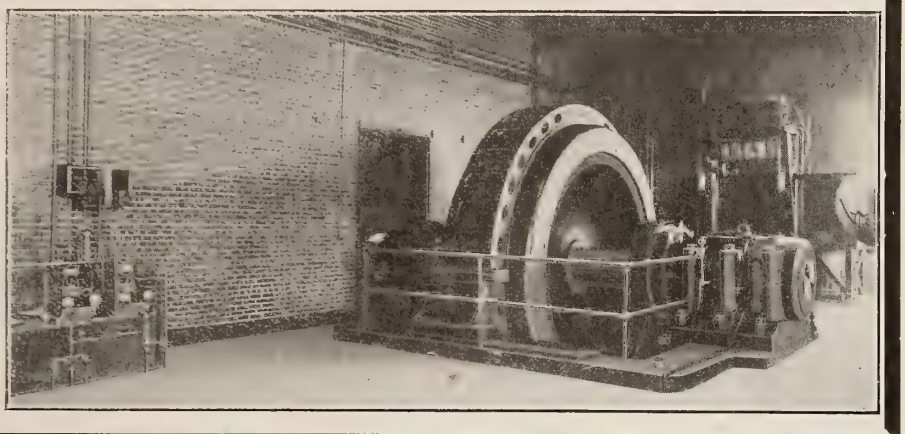
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treasurer. R. Bradshaw and E. G. Donegani are also on the board. The company's authorized capital is $500,000, fully paid up, with a liability of outstanding bonds to the amount of $155,500.

Making Truck Bodies,

Carriage Factories, Limited, Use Orillia Plant for Truck and Pleasure Car Bodies.

Carriage Factories, Limited, of Orillia, Ontario, are going extensively into the manufacture of all kinds of bodies for motor trucks of different makes, in addition to the manufacture of bodies, open and closed, painted and trimmed complete for pleasure cars. They are devoting their Orillia plant to these lines entirely and have made considerable changes in their production equipment there. The company have the sole Canadian manufacturing and selling rights for the Rex sedan tops, which are suitable for a number of makes of cars.

The carriage and cutter productions have been removed to the company's plant in Alexandria, Ontario, and in Montreal they are carrying on the manufacture of harness exclusively instead of carriages, blankets, harness, etc., which were made there up to two years ago.

Cobourg Furniture Factory

Langslow, Limited, Will Commence Manufacturing Operations Early Next Year

A Canadian branch of the Langslow Fowler Company of Rochester, New York, has been established in Cobourg, Ontario, under the name of Langslow, Limited. The initial corporation is under Dominion charter, and on a basis of $500,000 authorized capital, with approximately $250,000 paid in at the time of beginning operations.

The company will begin production on February 1st, 1921, and their activities will include the manufacture of household, school and office furniture, and other wood and steel products. One hundred hands, both men and women, will be employed during the first year, and this number will be increased as the expansion of business which the company expect takes place.

The plant to be operated comprises a main building with 26,400 square feet of floor space, a power plant with an ultimate capacity of from 400 to 500 horse-power, and a new dry kiln fully equipped to handle 60,000 feet of lumber weekly.

The company will transact business throughout Canada, and will undertake such export business as is found expedient. The principal officers of Langslow, Limited, are: Stratton C. Langslow, president; H. R. Langslow, vice-president and managing director, and Paul Knox, secretary-treasurer.

To Make Phonographs

Canadian Edison Phonographs, Limited, Will Soon Commence Operations in St. Thomas

An important addition to the industrial establishments of St. Thomas, Ontario, is Canadian Edison Phonographs, Limited, who are taking over the factory formerly occupied by St. Thomas Cabinets, Limited, and equipping it with the machinery necessary for the manufacture of phonograph cabinets and the assembly of phonographs. The buildings included in this plant have a total floor space of about 80,000 square feet.

The company will begin operations early in December, employing about sixty people. For the present they will import from the parent factory at Orange, New Jersey, the phonograph mechanisms and other parts which cannot be purchased or manufactured in Canada. Their present schedule calls for an output of seventy machines a day, which will be increased as the demand for the product in Canada and the British Empire warrants.

Canadian Edison Phonographs have an authorized capital of $500,000. The officers of the company are: T. A. Edison, president; C. Edison, chairman of the board; S. B. Mambert,

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vice-president and financial executive; W. Maxwell, vice-president; H. F. Miller, treasurer; H. H. Eckert, secretary; J. T. McDermott, assistant secretary; and O. J. Haarlander, manager.

Some New Tools

The Brantford Machine & Tool Company, Limited, Bringing Out Several New Products

The Brantford Machine & Tool Company, Limited, have been incorporated to take over the former business of the Brantford Machine & Tool Company. While no extensions are contemplated for the present, the company are bringing out several new tools for the Canadian market. One of these is a bench slitting shear that will handle up to ¼" plate, and another is a garage press with a capacity of about ten tons. It is planned particularly for garage work but may also be used as an arbor press for machine shops. The company are also bringing out a portable boring bar for reboring Ford cylinders. These tools will be ready for market, it is expected, early in December.

Large Glass Industry

Canadian Libbey-Owens Sheet Glass Company, Limited, Will Build at Hamilton

The Canadian Libbey-Owens Sheet Glass Company, Limited, recently incorporated for $1,680,000, have decided to locate their plant in Hamilton, Ontario. Their decision was largely due to the efforts of C. W. Kirkpatrick, Commissioner of Industries and Publicity, who furnishes the following account of the new enterprise:

The Canadian Libbey-Owens Company are a concern organized under the Joint Stock Companies Act of the Dominion of Canada, to engage in the manufacture of flat glass by the process covered by the American Libbey-Owens patents. Previously to the war about 90 per cent. of the flat glass used for building purposes in Canada was supplied by Europe. Since the war it has been supplied chiefly from the United States. In recent years the manufacture of glass has been converted from a hand to a machine industry, and the Libbey-Owens process is the last word in economy and efficiency of production. These machines are continuous and automatic, night and day, and produce glass from 1/16 ins. thick to 5/16 ins. thick, and by reason of the flat drawing method the glass itself is absolutely flat, perfectly annealed and of a better quality than is possible by any other known process. The Canadian Company possess the exclusive right to the use of these machines in Canada. Aside from the parent company, the Canadian plant is the second to be constructed. The first is in Japan, and commenced manufacturing in October last.

A site of ten acres, known as the Traiton L. Moore property, has beeen secured in Hamilton. This is on Kenilworth Avenue, northeast of the Jockey Club, or between the G.T.R. and old Northwestern tracks. It is south of the site chosen by the Firestone company for the building of workmen's homes.

Arrangements have been made already for construction of the necessary buildings and every effort is being made to rush the construction. Over one hundred men will be employed on the excavation and construction this winter, but it is not expected that the plant will be completed for another year.

In the physical conformation of the buildings and in the method of manufacture, the Libbey-Owens process is so different from any other process hitherto known, as to constitute an entirely new industry. The Hamilton plant will be capable of taking care of more than half the consumption of Canada. The buildings will cover the larger part of ten acres and will be architecturally attractive and a credit to the city. The main building, which will be of concrete, steel

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1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

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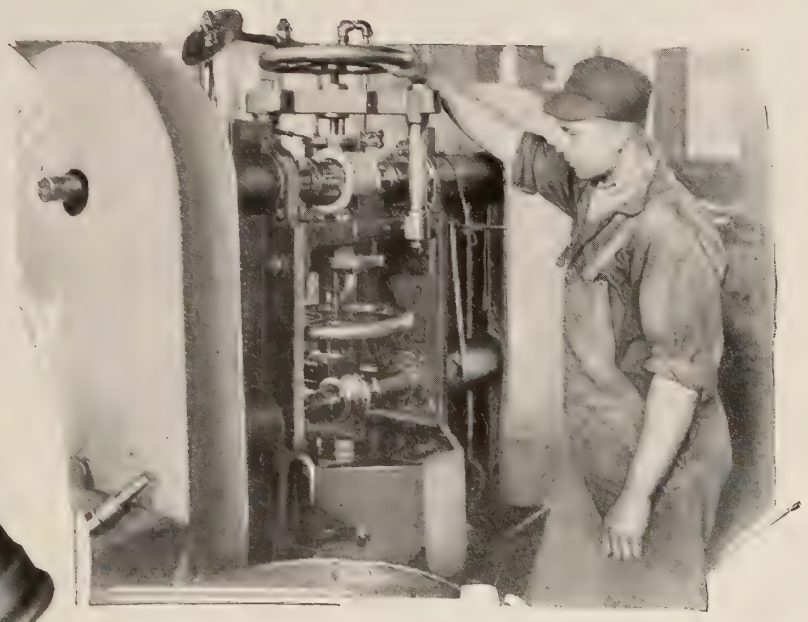
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Today Grinnell Fittings are easy sellers and satisfaction givers. Every fitting is perfect—inspected twice for the slightest flaw. They couple easily and make tight joints. Any doubtful ones go straight to scrap. Grinnell Fittings always bring all around satisfaction.

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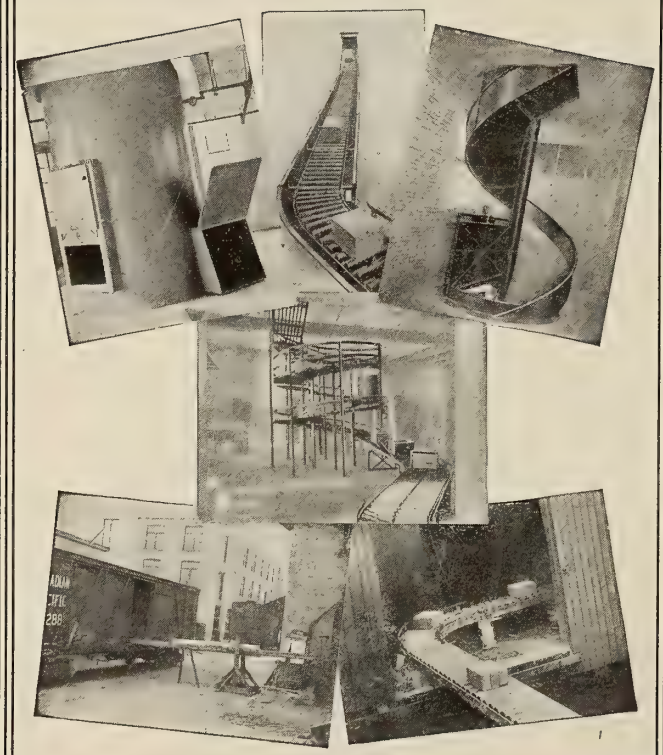
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and brick construction, will be 559 feet long and 160 feet wide. Some idea of the size of this building, which will be from one to five storeys high, may be gathered from the fact that 2,000 tons of steel will be required in the building, and forty cars of cement will be used in the foundation alone.

Owing to the speed with which the construction is to be rushed, the board of control has had to make arrangements for a water supply and sewer connections; also the construction of a piece of roadway on Kenilworth Avenue in order that material may be taken to the site.

The parent company are located in Charlestown, West Virginia, and the local plant will supply the Canadian trade with its product, which largely replaces plate glass. It is the only process of manufacture where the glass is rolled for the purpose. The company will employ between two and three hundred workmen on the initial staff. All of these are skilled. No unskilled or foreign labor is employed in the process of manufacture.

The officers of the company are: S. B. Henshaw, Charleston, W. Va., managing director of the American Libbey-Owens Co.; William Ford, Toledo, director of the American Libbey-Owens Co., and director of the American Libbey-Owens Bottle Co.; Ralph King, Toronto, director of the Dominion Glass Co.; J. T. Richardson, Toronto, barrister, and John W. Hobbs, managing director of the Consolidated Plate Glass Co., who will also be the managing-director of the Canadian Libbey-Owens Co.

New Flour Mill

Markham Milling and Manufacturing Limited, Will Operate Plant in January

A new member of the cereal industry is the Markham Milling and Manufacturing, Limited, whose mill at Markham, Ontario, is being completed in order to start operations by the first of the year. The building is three-storey, 40 x 100 feet, of cement construction, and will be fully equipped with modern machinery. Hydro power is to be used. A daily output of one hundred barrels is expected. Flour, buckwheat flour, crushed oats, feeds, etc., will be the products. The company plan to manufacture for both the home and the foreign market. They are capitalized at $100,000.

New Canning Firm

O. U. G. Fruit Products, Limited, Now in Operation at Vernon, British Columbia

The O. U. G. Fruit Products, Limited, are a manufacturing company affiliated with the Okanagan United Growers and operating a plant at Vernon, British Columbia. The products of the company are apple sauce, apple butter and apple jelly, canned apples, pasteurized and concentrated cider.

The building in which the fruit products are made is L-shaped, having a frontage of 130 feet on the C.P.R. track. This part of the building is 40 feet wide, and the wing is 120 x 50 feet. The plant, fully-equipped, cost about $40,000, and manufacturing operations commenced at the end of September. W. A. Ferguson, manager of the company, states that they expect to run a full line of canning next year. At present about fifty hands are employed.

New Tire Factory

Tiger Tire & Rubber Company, Limited, Will Operate Plant in Belleville, Ontario

The Tiger Tire & Rubber Company, Limited, expect to commence the manufacture of auto tires and tubes at Belleville, Ontario, early this month. They have erected a factory there 250 x 60 feet, and will employ about twenty-five hands at the start. H. H. Hastings is general manager of the company. The capitalization is $2,000,000.

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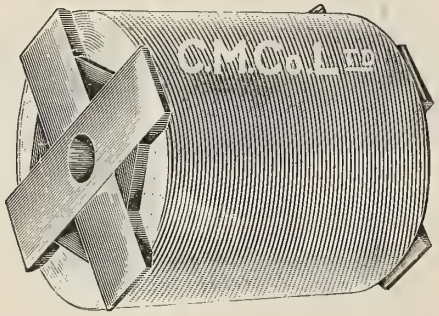


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The Canada Metal Co., Limited
HAMILTON MONTREAL **TORONTO** WINNIPEG VANCOUVER

New Motor Company

Winnipeg Motor Cars, Limited, Altering Buildings for the Manufacture of Motor Cars.

Winnipeg Motor Cars, Limited, are a company incorporated under the laws of the Province of Manitoba, with authorized capital of $1,000,000 to manufacture motor cars in Winnipeg. The company have purchased property on Marion Street from the Rat Portage Lumber Company, Limited. This is a site of three acres with buildings which are now being altered to answer the requirements of motor manufacturing.

F. A. Ogletree, president of the new company, states that the car to be made will be a four cylinder model priced at $1,700. Coupés, sedans, roadsters and touring cars are planned and a 1½ to 2 ton truck may be added to the list in the near future. The car will be known as the "Winnipeg."

Officers of Winnipeg Motor Cars are: F. A. Ogletree, president; L. Arsenault, vice-president; C. L. Lane, mechanical superintendent; and D. E. Ogletree, secretary-treasurer.

To Build at London

The W. T. Rawleigh Company, Limited, Will Erect New Factory Next Year.

The W. T. Rawleigh Company, Limited, manufacturers of flavoring extracts, spices, toilet preparations, proprietary medicines, etc., have purchased land in London, Ontario, and will erect a factory there next year. Plans for this building are somewhat indefinite at present but it will probably be about 75 x 200 feet, with six storeys and basement. In addition one or two small buildings may be built.

The W. T. Rawleigh Company have been located in Canada for several years with a manufacturing establishment at Winnipeg and sales and shipping branches at London, Ontario, and Montreal. They are a branch of the company of the same name at Freeport, Illinois, but the Canadian business is entirely separate from the United States firm. The plant at London will give employment to about one hundred hands.

Manufacturing at Elmira.

A. Hemme Sons & Company, Limited, Have Plant Once Occupied by Ideal Shoe Company.

A. Hemme Sons & Company, Limited, are a firm, incorporated this year, who are manufacturing animal traps, root seeders and weed-destroying machines at Elmira, Ontario. Their factory is a brick building 28 x 133 feet, two storeys high for 45 feet, and one storey for the balance. It was formerly occupied by the Ideal Shoe Company.

The company plan to enlarge their plant next spring and they will then erect a moulding shop. The number of employees is at present eight, but this is to be increased in the near future.

New Pulp Mill

Gaspereau River Light, Heat & Power Company, Limited, Building Plant at Wolfville

Among new pulp-making organizations are the Gaspereau River Light, Heat & Power Company, Limited, who are constructing a plant for making ground wood pulp at Wolfville, Nova Scotia. The company expect to commence manufacturing about the first of next year with an initial force of about twenty-five employees. Their mill will be equipped with one 30-inch grinder having a capacity of from eight to ten tons of dry pulp a day. C. H. Wright is president of the Gaspereau River Company, and R. A. Godrey is secretary.



Gilbert J. P. Jacques, Architect — St. Joseph School, Windsor, Ont.

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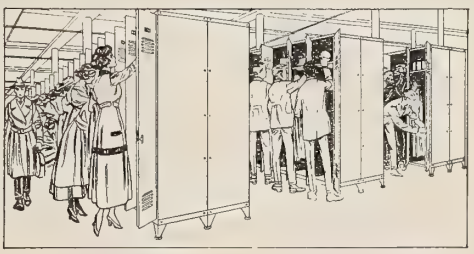
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Our equipment for Kitchens is built on the sound Manufacturing experience of more than three generations. This extensive experience has covered an immense field. With it, we are in the admirable position of possessing a measure of understanding unexcelled amongst Canadian Manufacturers.

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Over a number of years we have supplied complete equipment for large Kitchens in Canada, from coast to coast. Our Manufacturing facilities have enabled us to meet the varied and complicated needs so often called for, by buyers of this equipment.

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A Visit to the Peace River District

By JAS. B. THOMSON

Chairman, B. C. Division, Canadian Manufacturers Association

A PARTY consisting of the president and vice-president of the Vancouver Board of Trade, accompanied by some twenty-three members and press representatives, visited the Peace River district recently. They went from Vancouver by the Canadian National Railway as far as Edmonton, and then took the Edmonton & Dunvegan Railroad to Peace River Crossing, where the first stop on the tour of inspection was made, and the surrounding district of the Crossing was examined by the party. After spending two days at the Crossing, motors were taken by the entire party for a point known as Spirit River, a distance of about ninety-two miles. From the Crossing to Spirit River some idea was given of the vast future for this great agricultural country in what was already demonstrated in the very great expanse of oat and wheat fields that could be seen from the road. Particularly was the eye caught by what is known as Water Hole District, where settlement was more intensive than the average and hundreds of farms with good substantial homes and barns could be seen on either side of the road towards Dunvegan.

Arrival at Spirit River

Arriving at Dunvegan the party took the Government ferry across the river and from there, for a distance of seventeen miles, travelled through a very fertile country into Spirit River. The Board of Trade there royally entertained their guests, the Vancouver Board of Trade, and gave them every opportunity to see what it was possible to produce in that district. One could not help but be surprised to find that in addition to growing grain, as fine vegetables as could be found in Canada are also grown. We found potatoes, turnips, parsnips, leeks, peas, cabbage, cauliflower and tomatoes equally as good as can be grown on the coast line of B.C.

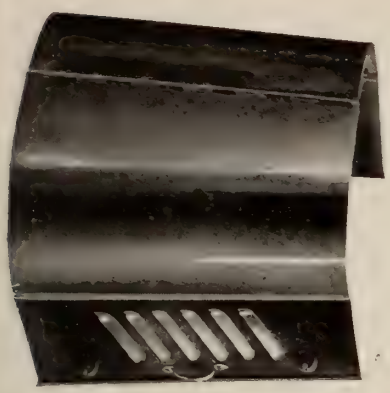
From Spirit River the train was again taken to Grand Prairie, which is the largest of any district there, from a population and agricultural standpoint, that was visited by the party. Some 160,000 acres of grain have been harvested this season in that section alone. The Peace River is not, as many thought, a barren Northland. It was unfortunate that, owing to the heavy rain which preceded the visit, the roads were utterly impossible to traverse between Grand Prairie and Pouce Coupe, but during our visit at Grand Prairie we had the opportunity of meeting many who had travelled and knew the Pouce Coupe district well and assured us that this district was equally as good as the points we had visited. While possibly owing to the immense Dominion Government Reserve of 3,500,000 acres held in that district, there was not for the present as much land available as across the Alberta line, still there were thousands of acres awaiting settlers there to harness them for agricultural purposes.

The banks of the Peace River are very high; from the bed of the river to the plateau, they average from about 800 to 1,200 feet. The country is not like what one who is familiar with the middle west prairies would think. It has thousands of acres of what might be termed prairie land, but it is not the usual flat ground you see from the main lines of the transcontinental roads. It is beautiful, picturesque rolling land more like England and Scotland, and also has

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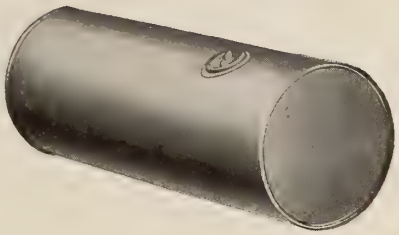
Are you using castings or forgings when perhaps a stamping would not only be more economical but would serve better?

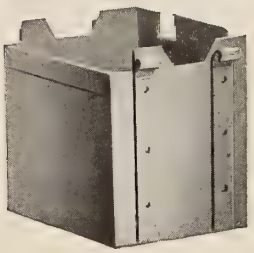
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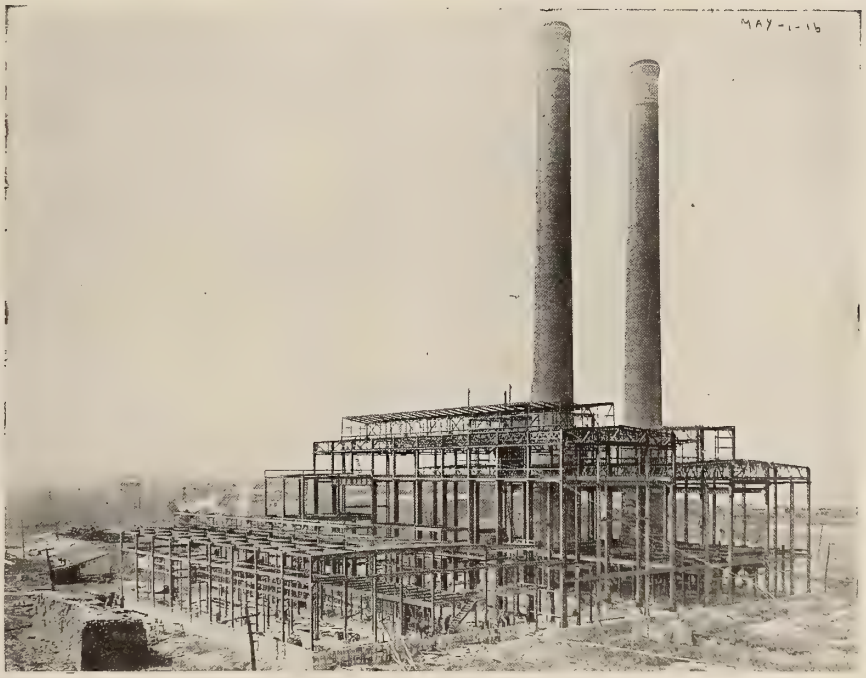
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Steel work for Steam Power House recently erected for
The Dominion Power and Transmission Co., Hamilton, Ontario

the green, fertile appearance of Ireland with a sufficiency of poplars and willow trees to make it more attractive than the dreary outlook and continual sameness that one imagines the prairies to have. There is an abundance of small lakes and streams to meet all requirements without having to resort to irrigation to grow crops, and an abundance of wild grass and meadow land to support many thousand sheep and cattle with the protection against the winter of the woods here and there as required, which is not afforded by the further east prairie.

How many settlers are there in the Peace River District is a very common question. Bishop Robins, of Peace River Crossing, stated that in a conservative estimate he would say there were 25,000 people already settled in that district. Small towns we have mentioned have from 800 to 1,500 inhabitants. Grand Prairie District alone claims to have 160,000 acres of grain harvested this year. The other districts in proportion have a similar quantity. The crops average from 35 to 40 bushels of wheat per acre, while oats range from 90 to 120. The soil is a black loam with a clay sub-soil. One may have to travel miles to find even a stone. It has been within the war period that the majority of settlers have gone into the Peace River District, since the construction of the Edmonton & Dunvegan Railroad, but while the war was on conditions were not normal. Prices of all commodities were very high and the products of the farm was, and is to-day, away beyond normal value. Consequently, up to the present the agricultural products of the Peace River District have been able to reach the market even from as far north as Fort Vermilion, 300 miles beyond Peace River Crossing, where you find wheat and oats produced as fine as anywhere in Canada to-day. However, every settler whom our party spoke to were firmly of the opinion, as we were after viewing the situation, that, unless some direct communication were established between that district and the Port of Vancouver on the Pacific Coast, when conditions became normal again, it would be absolutely impossible from a transportation standpoint to be able to compete in the markets of the world by the present outlet through Edmonton, which means a long distance haul from Pouce Coupe clear through to Fort William. With the present freight rates and the advances thereon, it would be utterly impossible to market at a profit anything one could produce in this fertile country, part of which is situated in our own province and the other part almost against our boundary line. While it is true each particular district have their own idea as to how the outlet should go, they were all decided on the one main point, that the market for their produce was through Vancouver, to be distributed to the cities in the United States and also to the other countries across the Pacific, rather than to the Atlantic seaboard, which meant several thousand miles transportation added to the cost of the product.

To all of us in British Columbia it means an immense growth to our outlet for merchandise if we have direct communication with this wealthy district. It must also be remembered it is not alone the agricultural district we are tapping, but we are tapping some very rich mineral fields of iron, coal and precious metals. Geographically situated as we are, we are the outlet for the entire production of this immense unknown country which will be as great as any of the Prairie Provinces where already they can produce foodstuffs both in cereals, dairy products, beef, mutton, hogs, etc. To get this stuff coming through our ports means that the requirements of these people will be purchased from our local manufacturers and wholesalers, and that we will have through the handling of this produce to other parts of the world, increased activities in our shipping and other facilities, all of which will tend to develop to a greater extent our fair province.

It must also be borne in mind that the Peace River District has not, as many suppose, a very severe climate. In

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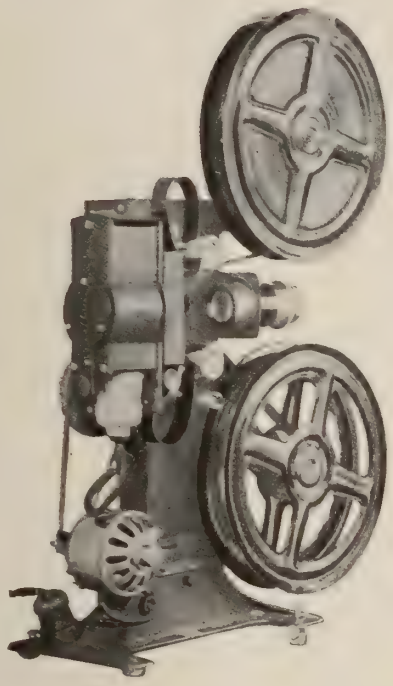
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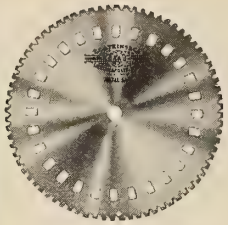
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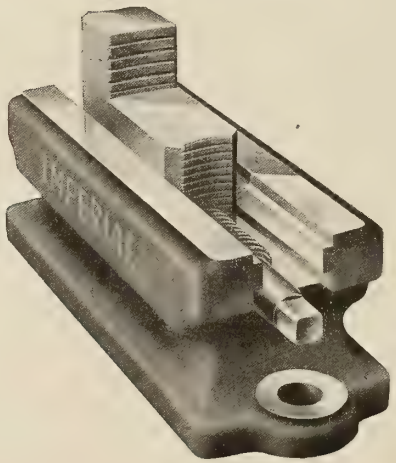
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BRANTFORD - ONTARIO

fact, we are told by those who have been there for years, that outside of the very low-lying land against the river, such a thing as frozen crops are not known. While it is true they get it colder than we do in the winter, it is not colder, we are informed, than the climate in and around Calgary. The district benefits by the Chinook winds just as the south of Alberta does.

Therefore, the citizens of Vancouver and British Columbia must boost for a direct railroad connection to take advantage of our natural inheritance rather than see it drift to fill the coffers of those in other parts of Canada who are not so favorably geographically situated as we are to handle the wealth of this Northland.

Table of Comparative Costs.

The Office Specialty Mfg. Co., Ltd., Publish Chart Showing Increased Costs of Materials.

The Office Specialty Manufacturing Company, Limited, have published a chart showing the increased costs of various articles used in the manufacture of their products as compared with pre-war prices. The information shown by this table has been compiled from data furnished by the company's purchasing department and the increases are shown in percentages. About one hundred items are listed and as many of the materials are used by other manufacturers than the publishers of the chart, it should be useful as a reference work. The company state that they have a number of these for free distribution and will be glad to supply any requests from manufacturers.

Capacity Greatly Increased

K. & S. Tire and Rubber Goods, Limited, Extend Newly Purchased Plant

K. & S. Tire and Rubber Goods, Limited, have purchased the plant at 99 Paton Road, Toronto, formerly owned by the Canadian Carbon Company, Limited. About three acres of land with modern buildings were acquired by this purchase, and considerable extensions made to the buildings gave the company about 100,000 square feet of floor space. The plant is fully equipped with a sprinkler system and modern in every respect.

The buildings will be used for the manufacture of automobile tires and tubes, and other smaller rubber goods. When completed, the plant will have a capacity of over 300 tires, 1,000 tubes, 3,000 hot water bottles and 10,000 small pieces of druggists' rubber sundries per day, or five times the previous capacity. The addition should be finished and the machinery installed by the first of January. The total cost of land, buildings and machinery is approximately $750,000.

The company have found their business in druggists' rubber sundries the most favorable in recent months. In these lines an increase of 244 per cent. for the past nine months of this year is shown as compared with last year. The demand for druggists' sundries is better in the domestic than in the foreign field. The tire business has not increased during the year and the domestic demand is not so good as the export.

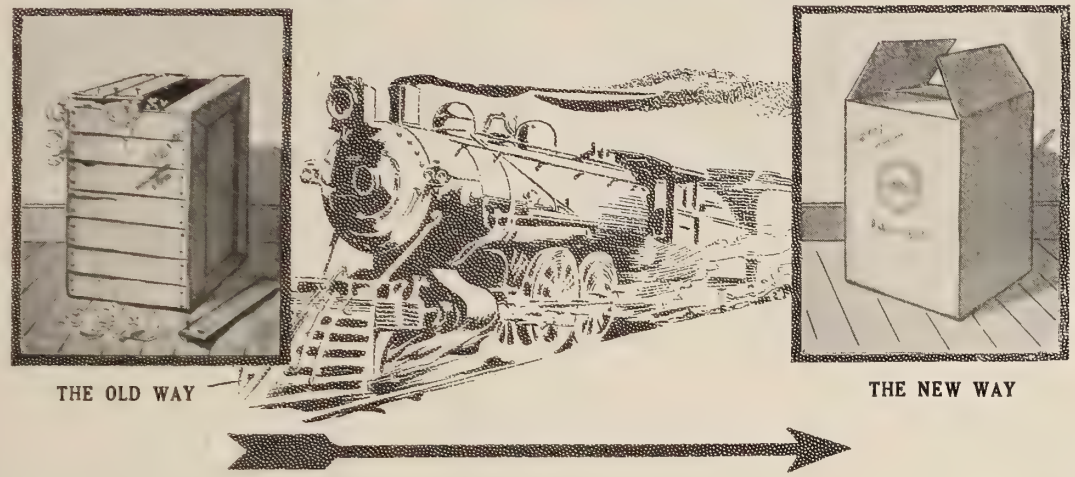
Thomas Bradshaw

Succeeds Thomas Findlay as General Manager of the Massey Harris Company, Limited

Thomas Bradshaw has been appointed general manager of the Massey-Harris Company, Limited, in succession to Thomas Findlay, who since 1917 has held the dual office of president and general manager. Mr. Findlay has resigned from the latter position but will continue to act as presdent.

Mr. Bradshaw will be assisted by C. L. Wismer as assistant general manager in charge of sales, and by George Valentine as assistant general manager in charge of manufacturing.

H. & D. Corrugated and Solid Fibre Board



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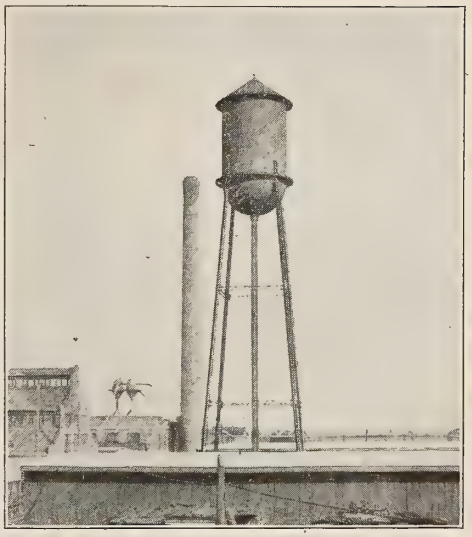
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Difficulties in the Export Trade*

An Expert's View

MR. R. C. TOWNSHEND, of the Merchandise Sales Co., Ltd., who represent in Great Britain many large Canadian manufacturers, has just returned from a visit to Canada, made with a view to enlightening the firms which his company represent, as to conditions and requirements of the British market. When seen by a representative of the *Canadian Gazette*, and asked what he thought of the present state of Canadian trade with Great Britain, Mr. Townshend said:

"So far as my experience goes, I do not think that Canada is doing the trade she might do with this country, and with Europe generally. There are several reasons for this. The present rate of exchange is very detrimental and is in a great measure responsible for present conditions. Moreover, it causes irritation to the buyer, for it is impossible to estimate the cost of goods either one way or the other until one actually has them in stock. A great deal of this trouble could be eliminated by having a fixed rate of exchange between the Canadian manufacturers and the buyers on this side.

More Attention to Export Trade Needed.

"During my visit to Canada I urged upon the manufacturers there whom I met to give more attention to the British market. I have had many years of experience of business both here and in Europe and in Canada, and this enables me to put my fingers on the weak points in Canadian methods. Manufacturers might with advantage take more care of the export trade and give less attention to the home market, which owing to the protection given to it by the import tariff against outside competition, does not need the careful study and consideration that must be given to the export trade if it is to be successful. Finish is also a most essential factor. The rough and ready style which satisfies Western needs does not meet the requirements of British or European ideas of finish. It is to the interest of the Canadian manufacturers and for the future development of trade that they personally should pay a little more attention to the finish of the goods they export, however cheap they may be. Packing is also important and must not be treated with contempt.

"On the other hand, it must not be forgotten that Canadian manufacturers cannot help some of the faults that are charged against them, such as delays in delivery of goods sold. The great difficulty of obtaining raw material in the past twelve or fifteen months from various sources has been a great handicap in Canada, as in other manufacturing countries, but this trouble is gradually being overcome. Personally, I think the Canadian manufacturer, at least those whom I have met, is a very business-like and intelligent man, conversant with his own and the immediate market, but very indifferent to the markets and to buyers far from his door. He should therefore in that case put a little confidence in those who are working these far-off markets for him, by assisting in all trifling matters which crop up from time to time. It is not what is actually done to-day that matters so much; it is the results which follow in years to come. The following little verse should be conveyed to memory:

> "'Shall we be missed though by others succeeded,
> Reaping the fields we in springtime have sown?
> Yes! but the sower must pass from his labors,
> Only remembered by what he has done.'

"There is one vital point in which the American and German exporters are far in advance of the Canadian. Both

*From the Canadian *Gazette*, November 4th, 1920.

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BRANTFORD, ONTARIO, CANADA

Power & Heating Boilers

Proper steam production is essential in any power mill.

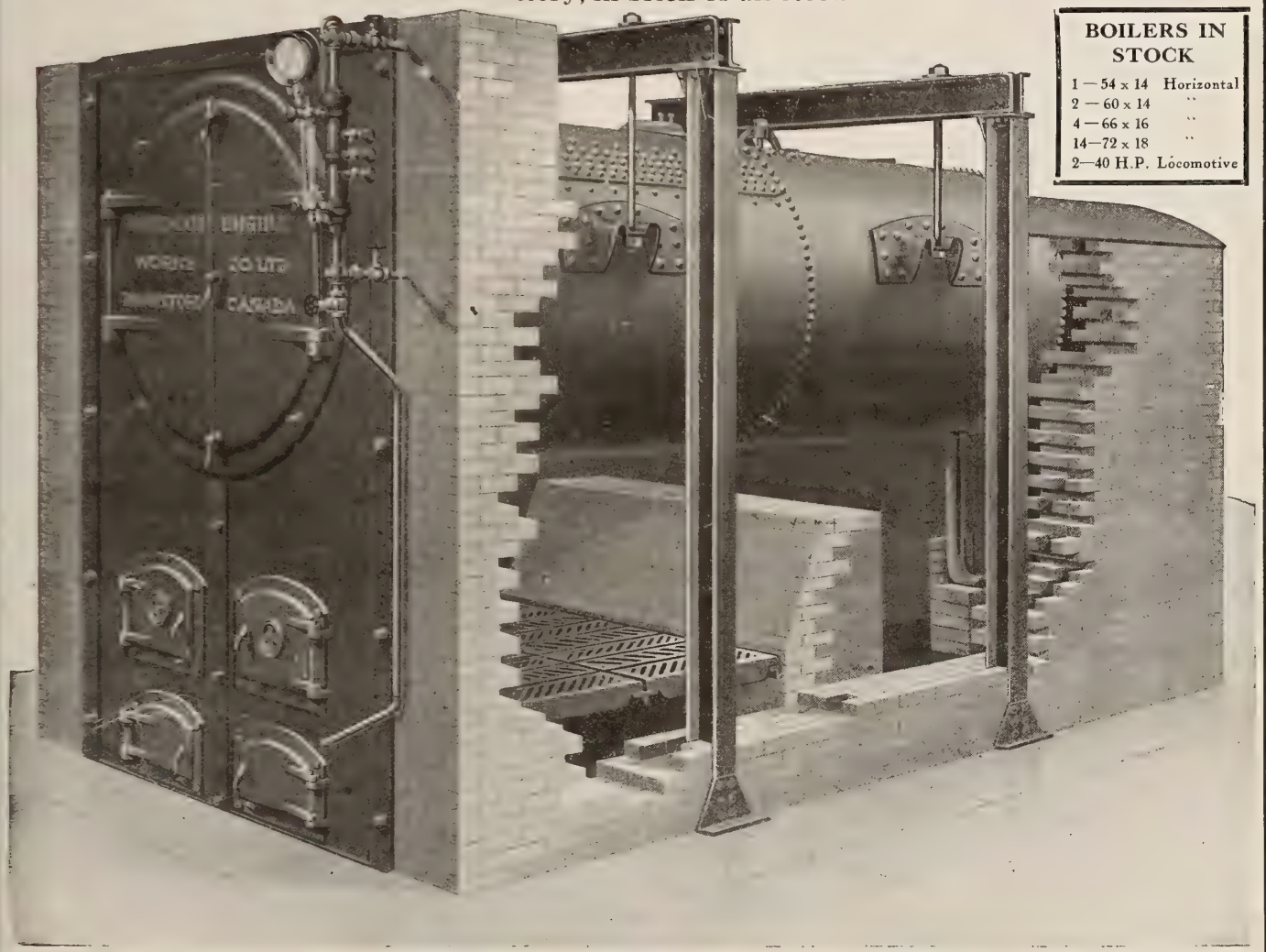
Waterous Boilers enjoy an enviable reputation for easy steaming and for economy in fuel consumption. The correct design of boiler settings is mainly responsible for this.

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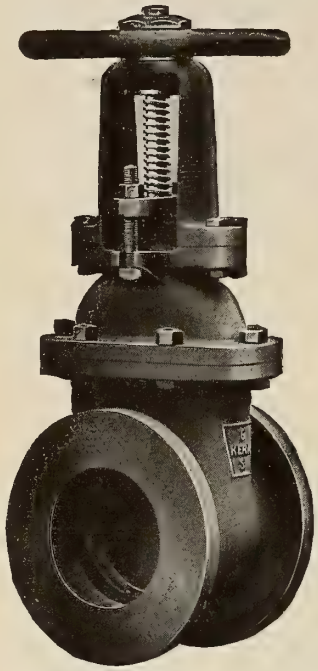
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2 — 60 x 14	"
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14 — 72 x 18	"
2 — 40 H.P.	Locomotive



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Eastern Sales Offices:
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the former flood the markets which they are after with advertising literature, catalogues and pamphlets of all kinds, and they do not stint along this line. Take my own case. In this country alone there are close on seven hundred firms, and double that number abroad, to whom we should send advertising matter; but we are unable to get the necessary catalogues. This is a great mistake, as manufacturers will learn too late if they are not careful. Indent houses on the British market are the people who get in touch with the outlying places of the world, and unless you can feed them with the necessary literature you must not expect results. This has very forcibly been brought home to me personally of late.

Looking Ahead

"Canadian manufacturers must strive, by sacrificing a little, to secure a good name abroad for their products, and they can only do this by having competent salesmen who know not only their own market requirements and prices, but those of countries in which they are working. Manufacturers should assist their agents in every available manner. Canadian products for export should be at least 10 to 15 per cent. cheaper than those sold in the home market. Perhaps this remark will create some protest on the part of Canadian manufacturers; but they must not forget their protective tariff, and that the largest market of the world is free to all customers who like to cater for it. There is no doubt about it that Canada has a great future ahead of her. My own belief is, that if we go about our business to-day in the right way we are bound to succeed."

Engineers Celebrate Anniversary

American Society of Mechanical Engineers founded forty years ago this fall

The fortieth anniversary of the founding of the American Society of Mechanical Engineers was celebrated by the Ontario section of the society at a meeting in the School of Science building, Toronto, on November 5th. Telegrams were read from the parent society in New York and from a number of local sections in the United States, and other engineering bodies expressing the cordial feeling between engineers and congratulations on the fortieth birthday. There was also received a cablegram from the Institution of Mechanical Engineers of London, England, reading: "Heartiest greetings on occasion fortieth anniversary; events recent years which demonstrated importance of engineers to civilization and established their power in industrial world indicate necessity for continued expansion of engineering societies activities. Signed, Institution of Mechanical Engineers of London."

Prof. James Trail gave an illustrated talk on the power canal of the Chippewa development of the Hydro-Electric Power Commission. This was specially arranged as advance information for the members, who have been invited by the Commission's engineers to visit the canal. This trip to Niagara was to take place within a few weeks.

After the lecture, an attempt was made to get in touch by wireless telephone with the Boston section of the A.S.M.E., who were expected to be sending out messages in connection with their part of the anniversary celebration. The local receiving apparatus, under the care of Messrs. Rosebrugh, Duncan and Hill of the Faculty of Applied Science of the University, was working perfectly and picked up messages from a number of sources, but none from Boston. The audience listened through multiple telephone receivers to a concert received over the wireless telephone and were much interested in a description of war-time wireless by Mr. Duncan. As the expected Boston message later came in by ordinary wire it would appear that the local electrical engineers had done their full duty.



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Business Conditions Justify Optimism.

By S. J. FRAME

VIEWING world conditions generally, all indications point in the direction of the peak of high prices having been passed. Involved in the present world movement of prices is a curtailment in the purchase of luxuries.

This is a healthy sign, as while it results in unemployment in the luxury trades, which re-acts on business generally, it is a blessing in disguise, as this had to happen sooner or later in order to ultimately swing over to trades making essential goods, large numbers of work people who have been producing luxuries, thus at the same time stabilizing the labor market and helping to restore normal conditions.

The situation can be viewed with equanimity, as it only means that manufacturers and merchants will have to adjust themselves to the new conditions by striving for increased efficiency in manufacturing, sales and collections, the standard of efficiency having deteriorated during the extraordinary wartime conditions.

An optimistic view is the only one that is justifiable. Yet, at the same time, calmness and good judgment are at present required in a marked degree. Caution, to a certain extent, is also necessary. A due sense of proportion needs to be maintained though, and caution not be allowed to degenerate to a point where, instead of its being caution, it is really indecision and unnecessary fear. Nor should the manufacturer or merchant, who now actually requires goods, stay out of the market on the expectation that prices will decline. Such an attitude is against the true principles of buying, and is simply gambling on the market. He, at the same time, runs the risk of letting his stock be reduced to a dangerously low point, too low for safety.

Such an attitude also tends to make trade conditions worse, whereas everybody should be doing all he can to improve them.

If he now needs goods, it is his business to buy them, and let the market take care of itself. "Sufficient unto the day is the evil thereof."

On a declining market, the buyer cannot always expect to hit the low point, and at the same time keep his stock up to the proper size. If he should happen to hit a high spot in the market, he must remember that that will have to be averaged against the many times in the past few years that he has had the advantage of a rising market.

The manufacturer and merchant who expects to stay permanently in business, and who, uninfluenced by what others are doing, carries out the above principles, in both buying and selling, cannot go very far astray; and the length of time required for the restoration of normal business conditions will be determined to a very great extent by the degree to which such principles are carried out by the business world.

In conclusion, anyone viewing the situation in the proper perspective, cannot, notwithstanding any temporary slackening, take any other than a cheerful view of prospects for trade in the future in countries possessing such vast resources as do Canada and the United States.

The Crouse-Hinds Company of Canada, Limited, have brought out a new bulletin, No. 1000 N, which illustrates recent types of condulets. The various types of the "Mogul Obround Series" are described in the booklet and details of size, weight, price, etc., are given.

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INGERSOLL CANADA

Meeting of Chemists

Society of Chemical Industry of Great Britain Will Meet in Montreal and New York

Following the annual meeting of the British Society of Chemical Industry to be held in Canada next autumn English-speaking chemists from all parts of the world will meet in New York with the American Chemical Society. The Montreal section of the Society of Chemical Industry of Great Britain will be the host at the annual meeting.

The joint meeting is a direct outgrowth of the closer relations that have sprung up among Anglo-Saxon chemists as a result of the war. One of the objects in view is to form a coalition to oppose the German chemical industries that previously to 1914, dominated international trade.

Packing Plant Closes

Armour and Company Decide to Discontinue Canadian Business for the Present

Owing to the loss of the export market and the high prices of hogs, Armour and Company have found it necessary to close their packing plant at Hamilton. While discontinuing business in Canada for the present, they hope to resume operations when conditions are favorable for conducting their plant on a paying basis.

In a circular letter to customers, the company say:

"While the lack of export market and the high prices of hogs are the immediate causes for cessation of operations. there is another underlying handicap to the success of packing operations at Hamilton. Due to the small margins on which we operate large volumes are essential in our business, and the production of hogs in the Hamilton territory has not been sufficient to enable volume operation. We have always felt, and we still believe, that this territory can produce good hogs in abundance, but it is not being done now. Our plant has been operated for a long time on a basis far short of its capacity, and this has greatly increased the overhead expense which each animal necessarily has to bear. That made it impossible for us to compete with plants more favored as to volume; it is the part of good business, therefore, to close the plant.

"Cessation of operations is being brought about gradually as stocks are cleared out. Some of our employees will remain with us and be transferred to other places, and others are being released so as to enable their gradual absorption in other industries.

"We look forward to the time when we can resume operations here and be more than ever a factor in the industrial life of Canada, but in the meantime we take this opportunity to thank you for the patronage you have given us in the past and hope to be again favored with your business when our plant is re-opened at some future date."

Gift to Hospital

H. W. Petrie of Toronto Endows Brantford Institution for Five Years

H. W. Petrie, president of H. W. Petrie, Ltd., Toronto, has remembered his old city, Brantford, where he first started in business. The remembrance has taken the form of the setting aside for a term of five years of $25,000 Victory bonds, the interest to be paid half-yearly to the hospital. In his letter to C. H. Waterous, president of the Brantford General Hospital, Mr. Petrie pointed out that his "first business venture took place in Brantford, for which for many years I was a citizen, and, despite my removal some thirty years ago to

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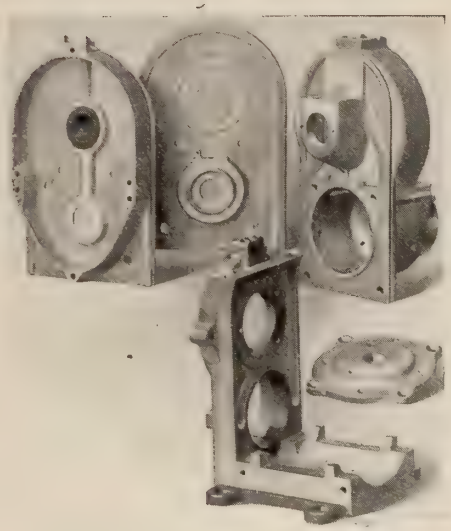
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Toronto, the interests and developments of the place have always been very dear to me. In this regard I shall deem it a privilege to do something on behalf of your splendid public institution."

C. H. Waterous, in accepting the gift, stated: "Your citizenship here is still recalled with pleasure and profit by many old friends, who take pride in the success which has so worthily crowned your business enterprise and integrity, and who deeply appreciate that in the days of your well-earned prosperity you have decided to remember in so tangible a manner the place and the people associated with your early life and commercial efforts."

The Brantford *Expositor*, commenting editorially on this, remarks: "The hospital board has not received much encouragement of this kind in its labors, and the generous action of Mr. Petrie is consequently greatly appreciated by them. It is hoped also that it will prove an example to others."

Profitable Farming

Saskatchewan Farmer Retires on Fortune Made After Fifteen Years Work

Just how profitable careful, systematic farming can be made in Western Canada is instanced in the success of a disciple of Seager Wheeler, the wheat wizard of world renown, who has carefully followed in the footsteps of his model until, as the result of this year's crop, he finds himself in a position to retire, make a world tour, and settle with his family at Nice, Southern France. Such is the story published in *Agricultural and Industrial Progress in Canada.*

Coming from across the line, William Hopkins commenced farming at Kinhop, an elevator siding in Saskatchewan, on the Goose Lake line, in 1905, and, in the course of his operations, acquired 1,760 acres which he cultivated, summer fallowing 500 acres each summer. It speaks well for the country that in all these years he never experienced a crop failure, and in the only poor year recorded, that of 1919, the yield of the farm cleared all expenses.

The Premier Producing Seed

Three years ago Mr. Hopkins, a zealous student of scientific farming and a stern advocate of selective seed, purchased Red Bobs seed from Seager Wheeler, paying $32.50 per bushel for it. A year later he bought a supply of the Kitchener strain from the same source at $10 per bushel. Mr. Wheeler's wheat, it may be stated, is the premier producing seed of the world, having secured from his farm at Rosthern, Sask., several international world's prizes and achieving a world's record yield of 82 bushels per acre.

Results in Mr. Hopkins' case certainly justified the expenditure, and the fine type of crops produced previously were considerably enhanced by the plump heavy seeds which weighed over 65 pounds to the bushel. This year, the crop consisted of 50 acres of Red Bobs which yielded 45 bushels to the acre and 430 acres of Kitchener which returned 40 bushels from every acre. In contrast, 480 acres seeded to Marquis, which owing to circumstances it was found necessary to stuble in, gave a yield of 15 bushels to the acre.

Now Independent for Life.

This year, after threshing, having operated his land for fifteen years, Mr. Hopkins sold out to George Leonard, who had managed it for him for a number of years. The price of exchange was $80 per acre or a total of $140,800. His fifteen years' work has given him independence as well as a profitable income yearly. Toil for him and his family is over. This fall Mr. Hopkins and his family start out on a tour of Canada and the United States, the Mediterranean and other lands, and then will settle in the beautiful garden of the Riviéra.

Steamship Sailings

Proposed Sailings from West St. John, St. John, Halifax, North Sydney and Vancouver

Subject to Change Without Notice

FROM WEST ST. JOHN.

To Liverpool.

*Canadian Rover	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 10
Melita	C.P.O.S., Ltd.	Ab't Dec. 10
Empress of Britain	C.P.O.S., Ltd.	Ab't Dec. 15
Victorian	C.P.O.S., Ltd.	Ab't Dec. 23
Empress of France	C.P.O.S., Ltd.	Ab't Dec. 30
*Canadian Settler	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 30
Metagama	C.P.O.S., Ltd.	Ab't Jan. 6
Melita	C.P.O.S., Ltd.	Ab't Jan. 15

*Sail from St. John, N.B.

To London.

*Canadian Runner	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 4
Batsford	C.P.O.S., Ltd.	Ab't Dec. 7
Corsican	C.P.O.S., Ltd.	Ab't Dec. 11
*Canadian Raider	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 15
Scotian	C.P.O.S., Ltd.	Ab't Dec. 21
*Canadian Rancher	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 31
Sicilian	C.P.O.S., Ltd.	Ab't Jan. 6
Canadian Trapper	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 7

*Sail from St. John, N.B.

To Glasgow.

Bolingbroke	C.P.O.S., Ltd.	Ab't Dec. 28
Cabotia	Anchor-Donaldson Line	Ab't Jan. 3
Pretorian	C.P.O.S., Ltd.	Ab't Jan. 7

To Avonmouth Dock (Bristol.)

Bolingbroke	C.P.O.S., Ltd.	Ab't Dec. 28

To Manchester.

Manchester Hero	Manchester Liners	Ab't Dec. 15

To Belfast.

Fanad Head	Head Line	Ab't Dec. 20

To Dublin.

Fanad Head	Head Line	Ab't Dec. 20

To Antwerp.

Batsford	C.P.O.S., Ltd.	Ab't Dec. 7
Scandinavian	C.P.O.S., Ltd.	Ab't Dec. 21

To Rotterdam.

Ramore Head	Head Line	Ab't Dec. 30

To Hamburg.

Ramore Head	Head Line	Ab't Dec. 30

To Havre.

Manoa	Fracanda Line	Ab't Dec. 10
Kamarima	Fracanda Line	Ab't Dec. 25

To Bordeaux (France) and Bilbao (Spain).

Georgia	Fracanda Line	Ab't Dec. 15
Mississippi	Fracanda Line	Ab't Dec. 28

To St. Nazaire (France).

Cape Corso	Marine Navigation Co.	Ab't Dec. 15

To South Africa.

Benin	Elder-Dempster Line	Ab't Dec. 10

To Australasian and New Zealand Ports.

Sussex	New Zealand Shipping Co.	Ab't Dec. 15

To Montevideo, Buenos Aires and Rosario.

Hortensius	Houston Line	Ab't Dec. 30

To India and Far Eastern Ports.

*Canadian Conqueror	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 4
Swazi	Ellerman Bucknalls	Ab't Dec. 10
Hellenes	Houston Lines	Ab't Jan. 15

*Sails from St. John, N.B.

To Nassau (Bahamas) and Kingston (Jamaica).

*Canadian Trader	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 11
*Canadian Sower	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 23

*Sail from St. John, N.B.

To Barbados, Trinidad, Demerara and B.W.I.

*Chignecto	Royal Mail Steam Packet Co.	Ab't Dec. 11
*Caraquet	Royal Mail Steam Packet Co.	Ab't Dec. 25

*Sail from S. John, N.B., calling at Halifax.

FROM HALIFAX, N.S.,

To Liverpool.

Canadian Ranger	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 8
Sachem	Furness Line	Ab't Dec. 22
Canadian Miller	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 23
Digby	Furness Line	Ab't Dec. 30
Canadian Explorer	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 9

To London.

Canadian Aviator	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 15

To Glasgow.

Canadian Navigator	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 4
Canadian Carrier	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 14
Canadian Volunteer	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 4

To Cardiff and Swansea.

Canadian Otter	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 18
Canadian Squatter	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 15

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Made any size or shape to suit. Being welded throughout they are just like one piece of tank, and there is no chance of leakage as with the riveted tank. We can supply these up to ¼-inch plate. We finish them around top if desired with heavy angle steel and the larger ones with extra cross and upright braces. Can supply any necessary Pipe Fittings.

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Canadian Sealer	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 15
Canadian Miner	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 22
Canadian Sealer	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 29

To Havana, Cuba.

Canadian Signaller	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 9

To Nassau, Bahamas and Havana, Cuba.

Canadian Adventurer	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 5

To Rio de Janeiro, Santos, Montevideo and Buenos Aires.

Canadian Spinner	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 20
Canadian Planter	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 20

To Barbados, Trinidad and Demerara.

Canadian Beaver	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 11
Canadian Observer	Can. Gov't Mer. Marine, Ltd.	Ab't Dec. 22
Canadian Farmer	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 5
Canadian Gunner	Can. Gov't Mer. Marine, Ltd.	Ab't Jan. 15

To St. John's, Newfoundland.

Rosalind	Red Cross Line	Ab't Dec. 4

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Pro Patria	Nova Scotia Steamship Co.	Ab't Dec. 13

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		From St. John, N.B.	From Halifax.
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Chignecto	R.M.S.P. Co.	Ab't Dec. 11	Ab't Dec. 24
Watuka	Pickford & Black		Ab't Dec. 20

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*Mattawa	C.P.O.S., Ltd.	Dec. 8
‡Hawai Maru	Osaka Shosen Kaisha	Dec. 13
xIxion	Blue Funnel Line	Late Dec.
‡Empress of Asia	C.P.O.S., Ltd.	Dec. 16
‡Empress of Russia	C.P.O.S., Ltd.	Jan. 13
*Methven	C.P.O.S., Ltd.	Jan. 26
xTalthybius	Blue Funnel Line	Late Jan.

To Shanghai, Hongkong, China.

Empress of Japan	C.P.O.S., Ltd.	Dec. 6
Mattawa	C.P.O.S., Ltd.	Dec. 8
Hawai Maru	Osaka Shosen Kaisha	Dec. 13
Empress of Asia	C.P.O.S., Ltd.	Dec. 16
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Alabama Maru	Osaka Shosen Kaisha	Dec. 23
†Ixion	Blue Funnel Line	Late Dec.
Grace Dollar	Canadian Robert Dollar Co.	Late Dec.
Empress of Russia	C.P.O.S., Ltd.	Jan. 13
Methven	C.P.O.S., Ltd.	Jan. 26
†Talthybius	Blue Funnel Line	Late Jan.

Manila, Philippine Islands.

Mattawa	C.P.O.S., Ltd.	Dec. 8
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Empress of Asia	C.P.O.S., Ltd.	Dec. 16
Alabama Maru	Osaka Shosen Kaisha	Dec. 23
Ixion	Blue Funnel Line	Late Dec.
Grace Dollar	Canadian Robert Dollar Co.	Jan. 26
Methven	C.P.O.S., Ltd.	Late Jan.
Talthybius	Blue Funnel Line	Late Dec.

To Singapore, Straits Settlements.

Mattawa	C.P.O.S., Ltd.	Dec. 8
Bessie Dollar	Canadian Robert Dollar Co.	Middle Dec.
Grace Dollar	Canadian Robert Dollar Co.	Late Dec.
Mattawa	C.P.O.S., Ltd.	Jan. 13
Methven	C.P.O.S., Ltd.	Jan. 26
Talthybius	Blue Funnel Line	Late Jan.

To Honolulu and Suva.

Tahiti	Canadian Australian Line	Dec. 8
Makura	Canadian Australian Line	Dec. 15
Niagara	Canadian Australian Line	Jan. 5

To Australian and New Zealand Ports.

Tahiti	Canadian Australian Line	Dec. 8
Makura	Canadian Australian Line	Dec. 15
Canadian Highlander	Can. Gov't Mer. Marine, Ltd.	Early Dec.
Canadian Exporter	Can. Gov't Mer. Marine, Ltd.	Late Dec.
Waitemata	Canadian Australian Line	Late Dec.
Niagara	Canadian Australian Line	Jan. 5

‡Do not call Moji.
†Do not call at Shanghai.
xDo not call at Moji and Nagasaki.
*Do not call Nagasaki.

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Book Reviews

Ontario's Hydro System

Hydro-Electric Development in Ontario. A History of Water-Power Administration under the Hydro-Electric Power Commission of Ontario. By E. B. Biggar. Toronto: The Biggar Press, Ltd.

It was to be expected that sooner or later a history of so important a body as the Hydro-Electric Power Commission of Ontario would be written. Mr. Biggar has given us in this volume of 200 pages the story of the Commission and its work down to the present time. He has gone very fully into the whole subject of Hydro-Electric Development in Ontario and has collected material that possesses much historical value. The book is openly favorable to public ownership, and in fact may be regarded as an argument in support of that form of administration of public services. Sir Adam Beck and his associates in the work receive eulogies of the most unqualified character

Though containing of necessity a good deal of material connected with the legal aspects of the subject, which makes at best but dry reading, there is quite a fascinating account interwoven of the actual physical expansion of the electrical development at Niagara Falls, while the story of the inception of the movement which culminated in the appointment of the Commission is not without its human interest features. Niagara Falls, with its parasitical hucksters, peddlers and sharpers in the days before power development, stands in striking contrast with the prosperous cities of to-day, while the extent to which power is being radiated from this source fills the mind with wonder.

Considerable attention is devoted in the later chapters of the book to the subject of hydro radials and in fact to the whole question of the application of electricity to transportion. Mr. Biggar is already known as the author of "The Canadian Railway Problem," and writes with wide knowledge of the subject. He has no fears as to the success of hydro radials and sees in them an important factor in the solution of the general transportation problems. Seperate chapters are devoted to the use of electricity on the farm and to the power problem on the St. Lawrence, while an answer is given in the eighteenth chapter to the frequently reiterated contention that the legislation under which the Commission acts was designed to rob private companies of right and justice.

The book makes on the whole a very valuable contribution to the history of the Province of Ontario and should be of interest to members of the C.M.A. for the reason that manufacturers have all along been prominently identified with the movement for cheaper power, and have frequently served on both the provincial and municipal commissions.

The Reciprocity Movement

Reciprocity with Canada. A Study of the Arrangement of 1911. United States Tariff Commission, Washington. 1920.

Students of trade relationships between Canada and the United States will find this report of decided value. It contains three chapters and an appendix. The first chapter deals with the general character of trade and political relations between the two countries, early attempts at negotiations, the treaty of 1854, relations between the countries from 1866 to 1910 and the negotiations of the agreement of 1911. The second chapter analyzes the latter agreement, while the third continues the historical account by telling of the disposal of the agreement and explaining the present status of the reciprocity movement. The appendix contains the proposed agreement and other reports and documents con-

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nected with it. The report as a whole is the first careful study of the effect on commerce that the measure would have had if Canada had accepted it.

The Commission outlines at some length the political situation in the United States and Canada at the time of the passage of the Act by Congress and notes what appears to be the present feeling towards reciprocity in the Dominion. In the United States reciprocity was in accord with a movement against high duties which was felt in both parties. The Republicans who were opposed to the tariff of 1909 might have been expected to follow President Taft in his support of the measure. These so-called "insurgents" came, however, largely from agricultural constituencies, and because the chief duties removed were on agricultural products, many of them voted against the bill as a discrimination against the farmer. Both the "insurgent" and the "regular" Republicans showed a majority against the bill; but sufficient Democratic votes were cast for it to effect its passage. Reasons for the defeat of the measure in Canada, in addition to the opposition of the interests directly affected, were numerous. Among them were resentment arising from the earlier attitude of the United States towards reciprocity, the strength of the idea of Imperial unity and the fear that the agreement was prompted by political motives, and would lead to an ever-growing dependence of Canada on the United States. Present Canadian support of reciprocity comes from the Liberal party and the Farmer-Labor party.

The report contains an extended statistical study of the effect which the agreement would have had, if adopted (1) at the time it was drawn up, and (2) at present. At the first date the value of imports into the United States from Canada which would have been put on the free list or reduced in duty, was $43,000,000; of those in the opposite direction, $33,500,000. The proportion of trade affected would have been, however, very different for the two countries. Of imports into the United States from Canada, 45 per cent. would have been changed, 5/6 of these going on the free list, the remaining sixth being reduced in duty; of imports into Canada from the United States, 15 per cent. would have been changed, 1/3 of these being made free and ⅔ reduced in duty. In the second comparison trade figures for 1918 are used as indicative of the present situation. The changes which the adoption of the treaty would make under the rates now in force in each of the countries differ from those just given, most markedly so in the case of imports into the United States. For Canada, the rates taken are those in force since May 19, 1920, not considering the excise taxes laid by the Dominion Parliament and enforceable from that date, falling upon imported goods as well as those made in the Dominion. In 1918 imports into the United States from Canada, which would have been affected amounted to $31,000,000; those in the opposite direction to $126,000,000. The proportion of trade affected is not so markedly different as before; of imports into the United States from Canada, 7.2 per cent. would have been affected, 23/24 of these being made free, the remaining twenty-fourth reduced in duty; of imports into Canada from the United States, 16 per cent. would be affected, ¼ of these going on the free list, the remaining ¾ being reduced in duty. The United States, the Commission concludes, would to-day be granting less of a concession to Canada through the adoption of the agreement now than at the time proposed, Canada a somewhat greater one.

The reason for the difference pointed out above between the effect of the agreement to-day and when proposed have been due, to a great extent, to the fact that the tariff of the United States has undergone a thorough revision, while the same tariff is in force in Canada as at the earlier date. Many changes, it is true, have been made, but these are slight as compared with the differences between the tariff Acts of 1909 and 1913. A second cause for the difference lies in the large increase in the value of the trade between the two countries since the outbreak of the war in Europe, an in-

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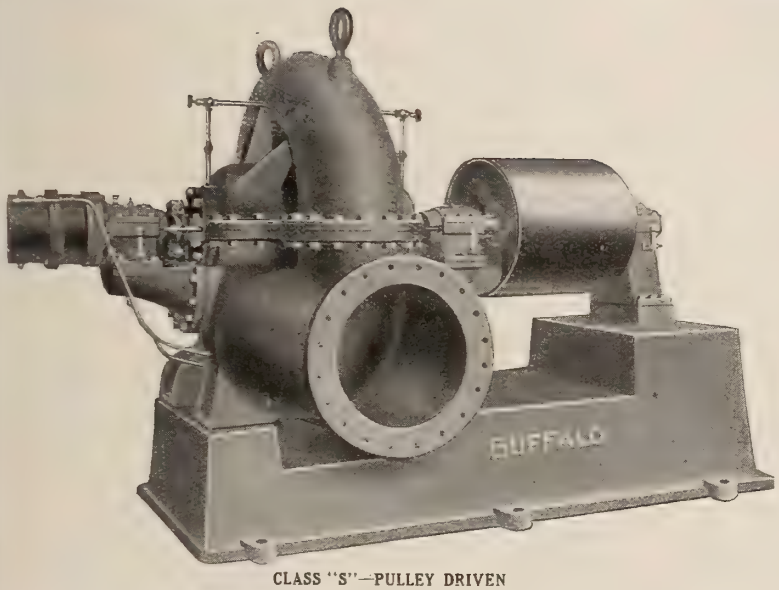
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crease largely attributable to the rise in prices, although to some extent due to an increase in the commodities exchanged by the two countries.

Natural Resources Reviewed

The Resources of Nova Scotia. Compiled for the use of settlers and investors from material supplied mainly by Federal and Provincial Services. 1920. Natural Resources Intelligence Branch, Ottawa.

This is the latest of a series of booklets dealing with various sections of the Dominion, the booklets previously issued having covered New Brunswick, the Peace River, New Manitoba, Saskatchewan, etc. The opening paragraph clearly indicates the object of the series when it says: "The facts in this booklet are compiled for the use of the homeseeker, merchant, manufacturer, capitalist and visitor. They purpose to be up-to-date, authoritative, concise." Each booklet forms a basis of standard official information and is revised as each edition is exhausted. In the booklet now before us a welcome absence of verbiage allows space for valuable specific facts. Thus there is a list of products reshipped from Halifax which could easily be manufactured in Canada; a special section on West Indian and British Guiana trade, details about oil-shales, coal, limestone and iron, aeronautics, merchant marine, clays, salt, land prices and wages—all subjects of present interest. Statistics are made palatable by an interesting style and suggestive touches, and there are a number of excellent illustrations.

Advertising Canada

The Times Imperial and Foreign Trade Supplement; Special Canadian Industrial Section. London, Oct. 23rd, 1920.

An interesting sequel to the Imperial Press Conference and the Chamber of Commerce convention is the Canadian industrial section of *The Times*. Representative British journalists and business men had the opportunity this summer of learning about Canada's economic importance. *The Times* has compiled a review of Canadian industries that will go to all parts of the Empire.

Every important industry in the Dominion—agricultural, manufacturing and mineral, is considered. Special attention is paid to the development of hydro-electric systems. Banking and insurance, railway transport, shipping services and tariffs are dealt with in special articles.

One feature of the publication is an article by the editor of *Canada* in which the opportunities for British manufacturers are clearly set forth. "Conditions to-day in Canada are more favorable to the establishment of branch factories by British firms than at any previous period in Canada's history," he says. "British experience and British capital are desired by Canadians for the development of industry, and any firms who take the trouble to investigate the opportunities and take advantage of the sound advice and assistance which they will find so willingly given cannot fail to profit thereby."

A Buyers' Guide.

MacRae's Blue Book. MacRae's Blue Book Company, 18 E. Huron St., Chicago, 1920. $10.

A comprehensive directory of manufacturing firms in the United States is MacRae's Blue Book for 1920. A volume of over 1,800 pages, it contains the names and addresses of twenty-six thousand manufacturers listed alphabetically under their firm names and under some twelve thousand classifications of products manufactured.

Other features are tables of miscellaneous data for the use of purchasing agents; a list of 15,000 trade names, showing the names and addresses of concerns manufacturing the articles so named, and a standard list price section. The volume should be useful to any buyer who wishes to get quotations from United States firms.



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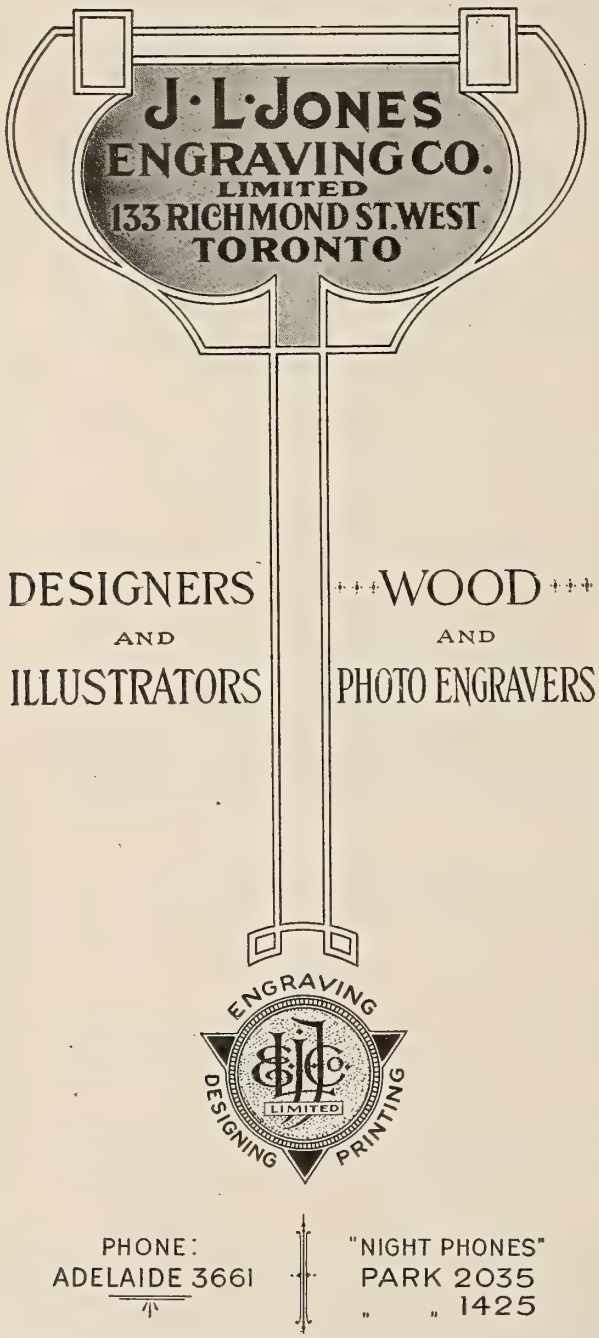


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Personals

F. G. B. Allan

Pressed Metals Company of Canada, Limited, Have New General Manager

A change is announced in the management of the Pressed Metals Company of Canada, Ltd. The announcement is made in the form of the following letter sent to the directors of the company by President C. E. Calvert, on behalf of the executive:

"I beg to notify you that your executive committee has unanimously chosen Mr. F. G. B. Allan as general manager of the Pressed Metals Company of Canada, Limited, and American Bushings Corporation, succeeding Mr. J. W. Leighton.

"Mr. Leighton is now chief engineer and supervisor of works, and will devote the major portion of his time to the development of our patented bushings and tube processes.

"Mr. Allan's experience and qualifications should admirably fit him for the position of General Manager."

Mr. Allan, who is a Toronto man, is a son of the late Hon. G. W. Allan. It is expected that he will co-ordinate the various departments of the company in an effective manner. Mr. Leighton is the inventor of the bushings, which has been the principal product of the company.

Henry D. Fleming

Resigns the Presidency of Canadian Collieries (Dunsmuir) Limited and Allied Companies

Henry D. Fleming, chairman of the executive of the Canadian Collieries (Dunsmuir), Limited, has resigned from the presidency of the company and its allied companies, it having been decided by the board and the bond-holders committee that the executive management of the company should in future be wholly centred in British Columbia. This will be in the hands of J. M. Savage, who remains as general manager of the company with a seat on the board. Mr. Savage also becomes president of the Wellington-Comox Agency, Limited. F. Perry, of Montreal, vice-president of the Canadian Collieries (Dunsmuir), Limited, has been elected to the presidency of that company, and H. B. Walker, also of Montreal, has been elected to the vice-presidency.

J. F. MacKay

Secretary-Treasurer of Willys-Overland Appointed Vice-President of John Morrow Company

The appointment of J. F. MacKay as vice-president and general manager of the John Morrow Screw & Nut Company, Limited, was announced in the newspapers of October 30th. Mr. MacKay has resigned his position as secretary-treasurer of Willys-Overland, Limited, and has moved to Ingersoll, Ontario, to take over his new duties.

In going to Ingersoll Mr. MacKay returns to a familiar part of Ontario as he was for some time associated with the late Andrew Pattullo in publishing the Woodstock *Sentinel-Review*, and spent most of his youth in that neighborhood. Since 1903, when he became business manager of the *Globe*, he has lived in Toronto.

E. A. Mott

New Director is Added to the Board of the Cockshutt Plow Company, Limited

One change was made in the officers of the Cockshutt Plow Company at the annual meeting in Brantford, on November 10th, E. A. Mott being added. The directors now are:



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MACDONALD'S "BRITISH CONSOLS"

In Tins containing ⅓lb 50¢

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Incorporated
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your work-rooms with "Halitus" Ventilators —provide your employees with the Pure Air that is just as essential to efficiency as pure food and water.

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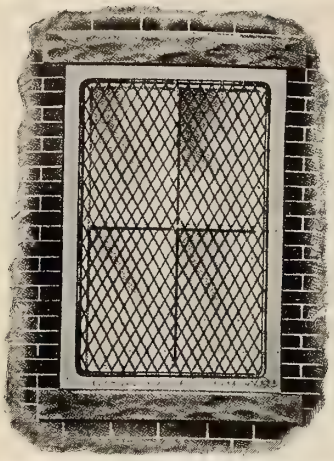
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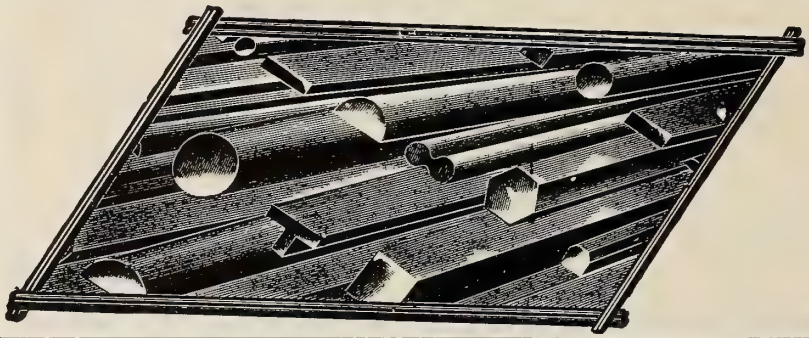


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Col. H. Cockshutt, George Wedlake, G. K. Wedlake, Sir Augustus Nanton, E. A. Mott, Sir Lomer Gouin, H. W. Hutchinson, James Adams, F. Perry.

The reports presented were reported as very satisfactory to the shareholders.

Mr. Mott will not sever his connection with the West, but will visit the territory frequently in order to keep in touch with the large Western interests of the organization through his western branch houses. His wide knowledge and experience of Western conditions will be invaluable at the head office of his company.

During his twenty-eight years in Winnipeg, Mr. Mott has been active in the general commercial life of the city. He is a past president of the Winnipeg Board of Trade, and has been honorary secretary-treasurer of the Winnipeg General Hospital for the past six years. He has been a member of the executive of the Manitoba Red Cross and has been identified with many movements in civic development; also is one of the originators of the Winnipeg Wholesale Implement Association.

Sir Thomas Tait, of Montreal, has been elected president of the Canadian Salt Company, Limited, Windsor, Ontario, in succession to the late E. G. Henderson. Sir Thomas had previously been vice-president. Mr. Duck, who has been with the company for the past twenty years, and was closely associated with Mr. Henderson, has been appointed acting manager.

At the annual meeting of the Russell Motor Car Company, Limited, held in the National Trust Building, Toronto, on October 29th, the former directors and officers were re-elected.

David J. Buckley

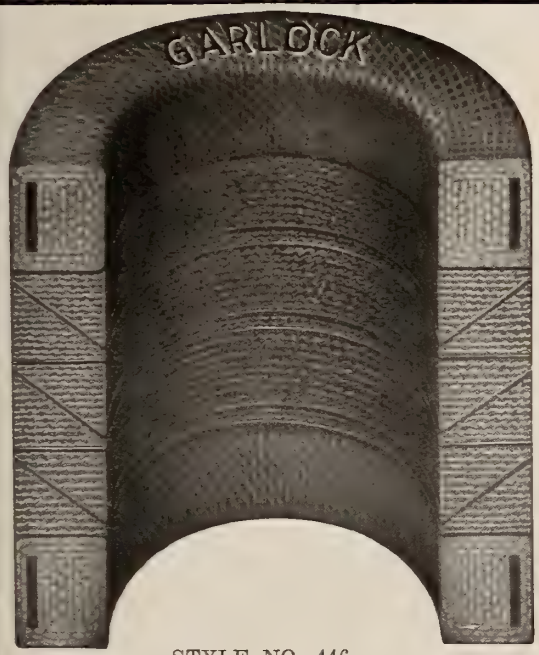
Prominent Lumberman Dies at His Home in Newcastle, New Brunswick

A prominent and highly-respected lumberman of the Province of New Brunswick passed away recently in the person of David J. Buckley, of Newcastle. He was one of the leading lumber operators and mill owners in the Miramichi district, and had been in failing health for several months.

The late Mr. Buckley was fifty-six years of age, was the sole owner of the large plant at French Fort Cove and also the Nordin mill. Mr. Buckley originally operated a large mill at Rogersville, N. B., and in 1911 erected the plant at Newcastle, which has a capacity of about 9,000,000 superficial feet a year.

Mr. Buckley was chairman of the Lumbermen's Association for Northumberland County, and had a thorough, practical knowledge of the various ramifications of the industry. He was a member of the Crown Lands Advisory Board, which was established in 1918, being the representative of the lumbermen of New Brunswick on that body. He was also the first president of the Lumbermen's Protective Association from the presidency of which he retired in June, 1918.

Mr. Buckley was a man of keen business instinct, high sense of honor, and one of the most successful operators in the province. Surviving him are three children, two daughters and one son, L. W. Buckley, who has been associated with his father for a number of years in the business. Mr. Buckley's mother also survives him and resides in Moncton. The funeral, which took place from his late residence to St. Mary's Church, Newcastle, was attended by lumbermen, who took occasion to pay their last tribute of respect to one who did everything in his power to further and uphold the standing and welfare of a great industry.



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MONTREAL

Ocean Shipping News

Activities of the C.G.M.M.

Large Cargoes Being Carried to Various Ports by Ships of This Line

The development of the South American service of Canada's merchant marine is proving of great value to the export trade of Canada, especially to the manufacturers. On October 31st, the *Canadian Victor*, one of the Canadian Government Merchant Marine's largest and best equipped vessels, sailed from Montreal with a full cargo and passengers, bound for Rio De Janeiro, Santos, Montevideo and Buenos Aires, and a glance through the manifests of the 8,000 tons of cargo carried will show what the Merchant Marine means to the development of foreign trade. Large amounts of agricultural implements, and machinery of Canadian manufacture are in her hold destined to Rio De Janiero, Santos, Montevideo and Buenos Aires. Then there is a large consignment of barbed wire for fencing the large grazing lands of the Argentine destined to Buenos Aires; large quantities of bar iron; automobiles in crates, automobile tires, fittings, etc.; rolls of newsprint, cases of phonographs; cases of rubber goods, such as syringe tubing, tobacco pouches, balls, etc.; cases of patent medicines; biscuits; cases of chocolates and confectionery; cut-glass; large amounts of spruce boards and chains for Buenos Aires; electrical fittings, wooden spools, and reels of lead-covered cable and transformers. A glance over this list of manufactories shows the growing trade between Canada and South America.

There is again the possibilities of considerable new foreign trade to India, Straits Settlements and the East Indies, which the joint service of the Canadian Government Merchant Marine, Limited, and the British India Steam Navigation Company has opened up This service was inaugurated by the S.S. *Canadian Pioneer*, which sailed from Montreal on September 11th, and is now in the Indian Ocean, having discharged her cargo at Kurachi, Bombay, Colombo. She is now on her way to Madras. She is being followed up by the S.S. *Boyne* of the British India Steam Navigation Company, Ltd., which sailed November 6th from Montreal. The *Canadian Pioneer's* cargo is worth examining to get an idea of the new trade with the Far East. The principal items of cargo on the manifests are automobiles and automobile parts, tires, etc., destined to Bombay and Calcutta, and other parts of the East; various machinery; oil stoves; wire nails for Batavia, and a large consignment of acetic acid for Bombay; crates of wire screens; bicycle parts, etc. This service will surely grow as the goods become circulated among our friends in the Far East.

Steady development is taking place in trade with the West Indies and Cuba, fostered by the efficient service of the Merchant Marine. Then again the ships of the Merchant Marine are open for charter to carry whole cargoes of grain, pulp, and the products of farm and forest. The *Canadian Mariner* leaves St. John, N.B., December 5th for Genoa, Italy, with a full cargo of grain, while the *Canadian Squatter* and the *Canadian Volunteer* are loading cargoes of pulp in the Saguenay for Rouen, France.

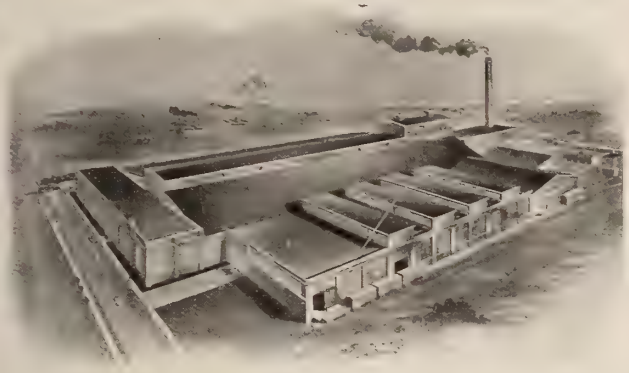
The passenger business of the Merchant Marine, although not yet very widely known, is being taken advantage of by manufacturers. The boats in the South American, Indian and also in the Vancouver-Australian runs have limited accommodation for cabin passengers; this accommodation being of the very best, and being placed on these ships with a view to facilitate sending representatives of our manufacturers to the countries where new trade is being opened.

New ships are being added monthly to this growing fleet, and as each boat is turned over, a cargo is found for her, and she becomes an earning power for the Canadian Government Merchant Marine, Limited, and a help to the manufacturers



For Wire Rope of Durability
use
"DOMINION"

The Dominion Wire Rope Company, Limited
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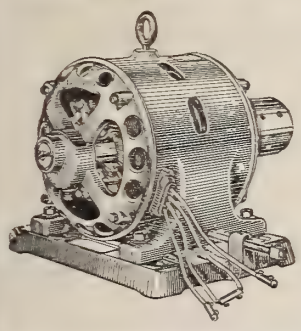


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Single phase motors in stock.

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BRANCHES: Toronto, Winnipeg, Vancouver.
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COLLAPSIBLE TUBES AND CONTAINERS LTD.
MANUFACTURERS OF
"Premier" Pure Tin, Plain and Decorated Collapsible Tubes
95-111 STERLING ROAD - - - - TORONTO

For General Utility
HOYT METAL COMPANY
MONTREAL TORONTO WINNIPEG

of Canada. The following ships have lately been delivered or are being delivered shortly: S.S. *Canadian Squatter*, 4575; *Canadian Carrier*, 4575; *Canadian Runner*, 4575; *Canadian Rover*, 3890; *Canadian Mariner*, 8100.

The two ships which will perform the passenger service between Halifax, N.S., Nassau, Bahamas and Kingston, Jamaica and Balize, British Honduras, early in January, are now nearing completion, the *Canadian Fisher* having already left Three Rivers for Halifax, and the *Canadian Forester* is expected to leave in a few days. At Halifax the passenger accommodation will be completed and the vessels turned over, and placed in service. These vessels are to be equipped with first-class passenger accommodation, having ten state-rooms, all situated on the bridge deck, and with two suites, each consisting of large bedroom, parlor and private bathroom. There is to be a spacious music room also situated on the bridge deck, and a comfortable, well-appointed smoke room. The dining-room situated on the upper deck will also be comfortably furnished, its chief feature being its series of tables for small parties. This service being the only service from Canada to Nassau and Kingston, Jamaica, and British Honduras, should soon become very popular both with the tourist and business man.

An Industrial Number

St. Maurice Valley Chronicle Publishes a Survey of Recent Industrial Development

The *St. Maurice Valley Chronicle* published its 1920 industrial number in October. In it an account is given of the various industries which have played such a large part in the development of Three Rivers, Shawinigan Falls and Grand' Mère. These include such firms as the Wayangamack Pulp & Paper Company, the Wabasso Cotton Company, and the Tidewater Shipbuilders at Three Rivers; the Northern Aluminum Company at Shawinigan Falls, and the Laurentide Company at Grand' Mère. The expansion in manufacturing establishments during the last decade gives support to the *Chronicle's* claim that the St. Maurice Valley is "the industrial heart of Quebec."

Banking Statistics

Increases in Current Loans and Savings Deposits Shown in September Statement

The bank statement for September 30th, 1920, shows an increase of about 7 per cent. in savings deposits, and a large increase in current loans. The latter is largely due to credit needed for crop moving purposes. The principal items of the September statement are:—

	Sept. 30th, 1919.	Aug. 31st, 1920.	Sept. 30th, 1920.
Deposits on demand	$650,743,015	$640,361,707	$677,286,905
Deposits after notice	1,227,437,715	1,261,647,732	1,270,194,097
Current loans in Canada .	1,058,572,202	1,385,470,163	1,417,520,756
Current loans elsewhere .	151,814,511	200,945,241	202,590,184
Loans to municipalities .	57,033,309	79,912,041	78,103,364
Call loans in Canada ...	96,912,709	113,598,923	114,669,611
Call loans elsewhere	169,532,489	193,888,245	186,962,960
Circulation.	229,532,356	237,697,647	242,988,866

Nearly five hundred men are employed on the construction of the main canal of the Osoyoos Settlement for Returned Soldiers, five and a half miles of which have already been completed at a cost of about $750,000. The ditch on completion will be about sixteen miles in length. The area acquired by the Government for the purpose of settling soldiers comprises 22,000 acres of which 13,000 acres are irrigable, and the cost to the province was $350,000.

CANADIAN CARBONATE LIMITED

HALIFAX, MONTREAL, TORONTO, HAMILTON
WINNIPEG, CALGARY, VANCOUVER

Manufacturers of

"CROWN BRAND" LIQUID CARBONIC ACID GAS

Penmans

Underwear, Hosiery and Sweaters
Laundry, Pulp and Papermakers' Felts, Blankets
Lumbermen's Socks, etc.

Factories at

PARIS, THOROLD, PORT DOVER, ALMONTE AND BRANTFORD, ONTARIO
ST. HYACINTHE AND COATICOOK, QUEBEC

Penmans LIMITED

PARIS : : : CANADA

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Kitchener - Canada

Manufacturers of
TWINES AND CORDAGE
CLOTHES LINES
PLOW LINES, etc.

We have a new line of Hemp Twine which we especially recommend for either light or heavy parcelling.

Our goods are made in Canada from the raw material. Assist the development of our country by buying Made-in-Canada goods.

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MONTREAL COTTONS
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MANUFACTURERS OF

WHITE VICTORIA LAWNS

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OF EVERY DESCRIPTION

For
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The name inspires confidence with good mechanics and experienced purchasing agents everywhere.

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UNION TWIST DRILL CO.
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The Original and Only Genuine

¶BEWARE OF IMITATIONS SOLD ON THE MERITS OF—

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Branch Factory: St. John's, Newfoundland

Recent Trade Enquiries

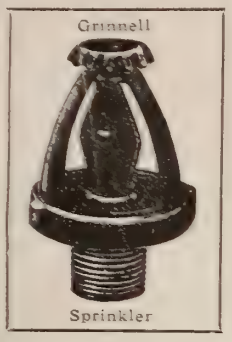
A List of Enquiries Received from Various Sources including the Canadian Trade Mission, London; the Canadian Trade Commission, Ottawa; the Department of Trade and Commerce, Ottawa; and the Commercial Intelligence Department, C.M.A., Toronto.

DOMESTIC.

578. Maritime Provinces: A firm in Halifax, Nova Scotia, wishes to get in touch with any Eastern manufacturers who desire to be represented in the Maritime Provinces. They are in a reliable, financial position, and will gladly furnish references to interested manufacturers.
579. Western Canada: A young man, well known throughout Winnipeg and Western Canada, and having an excellent connection in Winnipeg, would like to represent several Canadian manufacturers. His references are good.

FOREIGN.

580. Kingston, Jamaica: A commission agent in Kingston, Jamaica, is interested in extending business relations with Canada, and desires to make connections with manufacturers of the following goods: Dry goods, hardware, provisions, drugs, patent medicines, canned goods.
581. Melbourne, Australia: A manufacturers' agent in Melbourne is anxious to obtain Canadian lines on a commission basis for Australia, consisting of the following: Ladies' and children's stockings, ladies' silk gloves, men's gloves, cotton and woollen piece goods, metal frames for ladies' handbags and purses.
582. Europe: A British firm, anxious to extend its general import and export business, wishes to procure representation from Canadian export firms for the purpose of trading in the British Isles, Europe, Constantinople, and the Black Sea ports.
583. Boots and Shoes: A firm of commission agents, with head office at Trinidad and newly established branch at Barbados, wish to secure the representation of a Canadian firm for boots and shoes. Firm cover the entire West Indies and British Guiana.
584. Manufactured Rubber Goods: A firm of commission agents in Trinidad, with good references, wish to secure a Canadian agency for manufactured rubber goods of all kinds.
585. Agency: A firm of manufacturers' agents in Toronto, who also operate an office and have a sales force in England, wish to represent Canadian manufacturers in the United Kingdom. This firm has the best of references.
586. Flour Agency: A commission merchant and manufacturers' representative in Kingston, Jamaica, who is at present representing some large Canadian and American firms, is desirous of securing a Canadian flour agency in that colony. Good references can be given.
587. Canned Salmon: A commission merchant and manufacturers' representative in Barbados would like to get in touch with Canadian suppliers of canned salmon, either at Halifax, St. John or Montreal.
588. Iron Ore: An old-established firm in Middlesbrough, England, desire to import considerable quantities of iron ore to the River Tees.
589. Wood-Working and Metal-Working Machinery and Small Tools: A Dutch firm are interested in wood-working and metal-working machinery and small tools.
590. Agricultural Machinery and Implements: A Johannesburg firm make agency and purchasing arrangement inquiry in reference to the above lines.
591. Foundry Requisites: A Johannesburg firm make inquiry for correspondence and other data from manufacturers of foundry requisites.
592. Iron and Steel Goods: A Port Elizabeth, Cape Province, firm of importers request offers, catalogues and price lists from manufacturers exporting bar iron, galvanized iron, fencing wire, wire nails, general hardware and steel goods of all kinds.
593. Building Material: A Natal firm specializing in building materials and builders' hardware, request correspondence, price lists and catalogues, when possible, from Canadian exporters.
594. Engineers' Tools: A Durban importer of the above line asks for catalogues and correspondence from Canadian manufacturers.
595. Wire: A Durban manufacturer, with branch factory at Johannesburg, is open to buy Canadian wire, all grades, including copper, brass, nickel, steel, plain, galvanized and tinned wire.
596. Household Appliances: An importing firm in Pretoria, South Africa, specializing in labor-saving appliances, request correspondence, catalogues and prices from Canadian exporters.
597. Hardware and Enamelware: A Natal firm of wholesale jobbers will be glad to receive catalogues from Canadian manufacturers prepared for regular export on all lines of hardware and enamelware.
598. Hardware Tools: A firm of hardware dealers in Demerara, British Guiana, wish to stock a full line of hand-tools, such as axes, hammers, etc., and would be glad to get in touch with Canadian manufacturers of same.
599. Enamelled Ware: A Pretoria firm ask for catalogues and price lists from Canadian manufacturers exporting hand and hollow-ware.
600. Enamelware: A Johannesburg firm of importers request catalogues and price lists for enamelware of all kinds.
601. Enamelware: A large firm of hardware merchants in British Guiana would like to stock Canadian enamelware.



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Your savings in insurance premiums buy the complete system on our participating plan.

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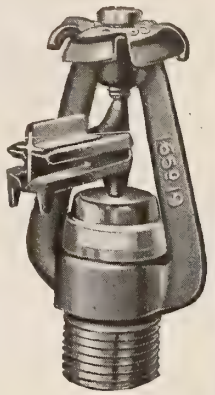
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Engineers and Contractors
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Puts Out FIRE Quickly

FIRE may mean RUIN

Many a man has seen the results of years of labor go up in smoke; buildings and stock, equipment and machinery all destroyed in a night by fire. Don't gamble on the chance; buildings are not easily replaced to-day. Install



Manufacturers' Automatic Sprinklers

and guard against loss. They put fire out quickly because the water starts when the fire starts—automatically. Let us send you particulars.

Estimates furnished on request.

THE BENNETT & WRIGHT CO., LIMITED
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ELECTROLYTIC

Tadanac Brand

PRODUCED IN CANADA
BY

The Consolidated Mining & Smelting Co. of Canada, Ltd.

TRAIL - British Columbia

INGOT, BAR, SLAB AND CAKE COPPER
CHEMICAL, CORRODING AND COMMON PIG LEAD
HIGH GRADE, BRASS SPECIAL AND PRIME WESTERN ZINC (Spelter)

Ontario Sales Office: C.P.R. Building, Toronto
General Sales Office: Drummond Building, Montreal

602. Brushware: A Johannesburg firm of importers request catalogues and price lists for brushware from Canadian manufacturers.
603. Building Materials: A property converting specialist in Edinburgh desires to get in touch with Canadian manufacturers of building materials who wish to export to Europe.
604. Furniture: A firm of importers in Salisbury, Rhodesia, request catalogues and price lists, with full information, as to packing methods and space on furniture for both household and office use. Packed k.d.s.
605. Lumber and Doors: A Cape Province firm of importers request offers on lumber and catalogues with price lists on doors and mouldings.
606. Furniture, Office: A Kimberley firm, making a specialty of office furniture, ask for catalogues, price lists and shipping information from Canadian manufacturers of all kinds of office furniture.
607. Canned Goods: Agricultural Implements: A firm in London, England, who are buying and shipping considerable quantities of goods there and in New York for West Africa and East Africa, where they have their own organization, wish to point out that there is an excellent market in the Kenya Colony for Canadian goods, such as tinned provisions, fish, fruit, etc., agricultural implements and other lines.
608. Novelties and Fancy Goods: A Kimberley, Cape Province, firm of importers ask for catalogues, prices, etc., from manufacturers of novelties and fancy goods.
609. Toys and Fancy Goods: A Durban firm request catalogues, price lists, etc., of Canadian-made toys and fancy goods.

An Iceland Fair

Farthest North World's Fair to be Opened at Reykjavik, Iceland, Next June

The Department of Trade and Commerce has been advised that the farthest north world's fair ever held will be opened at Reykjavik, the capital of Iceland, in June next. The Government of Iceland has communicated with the department, and is anxious that Canada should be represented at the fair by practically all classes of exhibits, but more particularly agricultural implements and goods required in connection with agriculture.

Iceland has a population of approximately one hundred thousand people, two-thirds of whom are farmers. There are many thousands of Icelanders in the prairie provinces, more particularly in Manitoba, and it is expected that a considerable number will visit their former island home during the fair. Efforts will be made to establish at least a temporary direct steamship service between Montreal and Iceland in the spring, but exhibits shipped by way of Leith, Scotland, will reach Iceland with but little delay as there is fortnightly service between Leith and Reykjavik.

Fire Losses

Losses by Fire in Canada During October Estimated at Over Two Millions

Fire losses in Canada in October, as estimated by the *Monetary Times*, were as follows:

Fires exceeding $10,000	$1,856,000
Small fires reported	111,901
Estimate of unreported fires	500,000
	$2,467,901

Several conflagrations took place during the month. The plant of the Canadian Cereal Mills in Tillsonburg was the heaviest loss, while fires in Wadena, Sask., St. Stanislas, Que., Brandon, Man., Stewiacke, N.S., and Port Arthur, Ont., caused losses of $100,000 or over.

The Governor of the Hudson's Bay Company announces the establishment, in connection with the University of Manitoba, of a fellowship for scientific research, for which the sum of one thousand five hundred dollars, beginning this year, will be allocated for ten years. The chief purpose of the award is the stimulation of research in all branches of science, pure and applied.

THE
New Zealand Shipping Company Limited
CANADA
TO
Australia and New Zealand

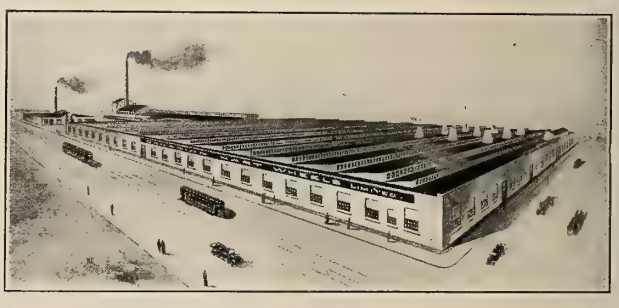
Regular monthly sailings from Montreal in summer and St. John in winter, calling at Auckland, Wellington, Lyttelton and Dunedin (New Zealand) and Melbourne and Sydney (Australia). Sailings 20th of eachmonth.

Through bills of lading issued to all points in Australia, New Zealand, Tasmania and other islands of Oceania.

Marine Insurance effected at rates equal to those given from New York.

For rates and other information apply to
The New Zealand Shipping Co.
LIMITED
213 Board of Trade Building, Montreal

Canadian Hart Wheels
CUT FASTER LAST LONGER
than any other wheels on the market



OUR NEW MODERN PLANT

Tell us the service you want performed and we will supply you with an abrasive wheel that will save you time, money and worry.

Send for one of our catalogues and tell us your troubles. We do the rest.

CANADIAN HART PRODUCTS LIMITED
HAMILTON - - ONTARIO



CHATEAU FRONTENAC · QUEBEC

QUEBEC is the same, Winter or Summer. There are the same formidable walls with their reminders of bygone days. There are the same frowning cannons, that in the past have belched forth fire and destruction. There are the same picturesque streets and quaint houses, with their pointed gables, steep roofs and off-looking windows. There are the same monuments, the same historical tablets with their reminiscent inscriptions, and there is always present the undeniable impression that nowhere on the whole continent of North America is there a city that so calls up a picture of mediaeval Europe as Old Quebec.

Quebec offers from Christmas to early March, a delightful winter holiday, with a lively programme of winter sports—tobogganing, Swiss bob-sleighing, snowshoeing, ski-ing, curling and skating.

The Chateau Frontenac, the magnificent Canadian Pacific Hotel, on Dufferin Terrace, is the cheery, hospitable centre of a gay, social life. Good orchestra and dancing.

For Information, Reservations, Etc., apply to
Manager, Chateau Frontenac, Quebec,
or to W. B. Howard, District Passenger Agent, Canadian Pacific Railway,
1 King Street East, Toronto.

CANADIAN-AUSTRALASIAN Royal Mail Line

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HONOLULU, T.H. SUVA, FIJI
NEW ZEALAND AUSTRALIA

Monthly Sailings from VANCOUVER, B.C.

Largest, Newest and Best-Equipped Steamers to the SOUTH SEAS

FLEET

Passenger and Mail Steamers

R.M.S. "NIAGARA" (20,000 tons)
R.M.S. "MAKURA" (13,500 tons)

Freight Steamers

S.S. "WAIRUNA" (8,900 tons)
S.S. "WAIKAWA" (9,000 tons)
S.S. "WAIHEMO" (8,900 tons)
S.S. "WAITEMATA" (10,000 tons)
S.S. "WAIMARINO" (7,500 tons)

For Fares and Sailings apply to all Agents Canadian Pacific Railway and other Railway and Steamship Agents, or to Canadian-Australasian Royal Mail Line, 440 Seymour St., Vancouver, B.C.

Bureau of Canadian Information

Ask the Canadian Pacific about Canada

CANADIAN PACIFIC RAILWAY

THE CANADIAN PACIFIC RAILWAY, through its Bureau of Canadian Information, will furnish you with the latest reliable information on every phase of industrial and agricultural development in Canada. In the Reference Libraries maintained at Chicago, New York and Montreal are complete data on natural resources, climate, labor, transportation, business openings, etc., in Canada. Additional data is constantly being added.

No charge or obligation attaches to this service. Business organizations are invited to make use of it.

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The Pulse of Business in Canada

Bank Clearings

A Large Increase over October, 1919, is Shown in October, 1920, Figures

An increase in bank clearings of $206,012,394 is shown for the month of October, as compared with October, 1919, figures. The largest increase is shown at Winnipeg where a gain of $114,771,344 is reported. The following figures from the *Monetary Times* show the clearings for October, 1919, and October, 1920:—

	October, 1920.	October, 1919.		Changes.
Montreal	$619,293,513	$630,794,792	—	$11,501,279
Toronto	474,916,435	403,638,337	+	71,278,098
Winnipeg	414,840,605	300,069,261	+	114,771,344
Vancouver	72,563,504	66,791,366	+	5,772,138
Ottawa	45,231,603	40,818,526	+	4,413,077
Calgary	47,454,614	43,889,651	+	3,564,963
Hamilton	34,241,010	30,094,098	+	4,146,912
Quebec	30,351,356	26,803,429	+	3,547,927
Edmonton	24,057,805	24,454,704	—	396,899
Halifax	19,808,840	22,534,817	—	2,725,977
London	16,201,449	14,607,557	+	1,593,892
Regina	23,904,262	26,801,665	—	2,897,403
St. John	13,520,854	13,908,805	—	387,951
Saskatoon	11,608,900	11,294,553	+	314,347
Moose Jaw	10,428,515	9,451,541	+	976,974
Brantford	6,420,122	1,144,190	+	5,275,932
Brandon	4,225,687	4,525,113	—	299,426
Fort William	4,437,543	4,800,392	—	362,849
Lethbridge	5,410,618	3,781,253	+	1,629,365
Medicine Hat	3,337,120	2,844,583	+	492,537
New Westminster	3,049,225	2,992,833	+	56,392
Peterboro	4,736,793	4,098,155	+	638,638
Sherbrooke	5,476,598	4,246,050	+	1,230,548
Kitchener	4,644,363	4,793,387	—	149,024
Windsor	16,478,472	11,371,667	+	5,106,805
Prince Albert	2,025,551	2,102,238	—	76,687
Totals	$1,918,665,397	$1,712,652,963	+	$206,012,394
Moncton	3,395,827			

Railroad Earnings

All Principal Canadian Lines Have Increased Earnings for October, 1920

All Canadian transcontinental railways show increases in their earnings for the month of October as compared with the corresponding period last year. The earnings of the principal lines were—

	October, 1920.	October, 1919.	Increase.
Canadian Pacific	$24,607,000	$19,113,000	$5,494,000
Canadian National	12,351,167	9,542,328	2,808,839
Grand Trunk	11,666,798	9,540,544	2,126,254
Total	$48,624,965	$38,195,872	$10,429,093

Building Conditions

Shrinkage reported in the value of contracts awarded during October

Construction contracts awarded in all the cities, towns, villages and rural districts throughout Canada during October, according to figures compiled by MacLean Daily Reports, Limited, totalled $18,169,500, compared with $20,820,100 in September, and $25,579,300 in October, 1919. The total for the ten months of 1920 is $231,459,800, compared with $164,176,700 during the corresponding period of 1919, and $91,425,500 during 1918, being an increase of 40 per cent. over 1919, and 164 per cent. over 1918. While there has been a fairly steady decline during the past seven months in the amount of projects undertaken, the shrinkage is smaller proportionately than in the United States and a high volume of activity still prevails.

Contracts for 981 homes, valued at $4,362,500, were awarded during October compared with 835 costing $4,032,900 in September. The average cost of these residences was



The Canadian Pioneer at Calcutta

Canada's National Merchant Marine

CANADA'S forty-two ships sailing the seven seas and carrying Ca adian products to every quarter of the globe is the marine end of Canada s National transportation system with its 14,000 miles of railway and 56,000 miles of telegraph lines.

The ships of the Canadian Government Merchant Marine make regular sailings from Canadian Atlantic and Pacific ports to the United Kingdom and the Continent, West Indies, Cuba, South America, New Zealand, Austra ia, Straits Settlements, Java and India.

These ships provide Canadian exporters and importers with a regular and reliable freight service connecting with any port in the world.

Information from any Canadian National or Grand Trunk Railway officer or agent.

CANADIAN NATIONAL RAILWAYS

$4,900 each, compared with an average cost of $4,629 in June of this year. For the ten months of 1920, $50,230,800 has been invested in residences throughout Canada compared with $47,013,100 for the full twelve months in 1919 and but $14,661,800 in 1918. The country is fully four years behind in its residential building programme.

Trade Returns

October figures show increases of good size both in imports and exports

Both imports and exports were on a larger scale during October, 1920, than for the corresponding month of 1919. Imports under the free list were about the same, but dutiable imports showed an increase of nearly $14,000,000. The principle products affected were iron and steel and manufactures thereof and non-metallic minerals and products. Exports, which experienced a decline in September, had a good recovery in October and were greater by about eighteen million dollars. The big gain was in agricultural and vegetable products, though there was also a substantial increase in wood, wood products, paper and manufactures thereof. Following are the statistics of trade for October:

Imports Entered for Home Consumption.

	1919. Free.	1919. Dutiable.	1920. Free.	1920. Dutiable.
Agricultural and vegetable products, mainly foods	$2,652,081	$11,772,437	$1,878,010	$7,452,321
Agricultural and vegetable products, other than foods.	4,019,984	2,055,109	2,885,168	3,226,809
Animals and animal products	4,165,666	3,357,839	1,957,191	3,088,357
Fibres, textiles and textile products	5,066,717	12,584,189	4,383,150	13,850,814
Chemicals and chemical products	1,119,093	1,832,294	1,601,198	2,026,838
Iron and steel and manufactures thereof	2,717,472	13,124,882	3,981,764	18,779,418
Ores, metals, and metal manufactures, other than iron and steel	2,358,936	3,033,690	1,289,255	4,025,932
Non-metallic minerals, and products	5,606,596	6,217,607	8,773,681	14,137,017
Wood, wood products, paper and manufactures	1,660,452	2,303,623	2,454,444	3,346,444
Miscellaneous	2,939,583	3,322,227	3,193,715	3,438,511
Total	$32,306,580	$59,603,897	$32,397,576	$73,372,461
Duty collected		$16,062,327		$14,872,440

Exports.

	1919. Domestic.	1919. Foreign.	1920. Domestic.	1920. Foreign.
Agricultural and vegetable products, mainly foods	$24,922,155	$347,632	$57,468,358	$77,577
Agricultural and vegetable products, other than foods.	3,772,799	46,912	2,622,326	38,535
Animals and animal products	29,379,269	488,054	18,267,759	293,261
Fibres, textiles and textile products	3,609,763	191,822	684,525	290,507
Chemicals and chemical products	2,333,350	152,202	1,865,856	35,619
Iron and steel and manufactures thereof	6,649,524	1,911,395	6,732,494	610,718
Ores, metals, and metal manufactures, other than iron and steel	5,076,897	112,477	4,623,169	58,628
Non-metallic minerals, and products	2,895,229	30,931	3,704,931	104,145
Wood, wood products, paper and manufactures	23,965,062	32,907	29,874,174	36,436
Miscellaneous	6,842,766	328,289	3,504,628	253,354
Total	$109,446,814	$3,642,621	$129,348,220	$1,798,780

Reports from British Columbia state that the total applications for loan assistance made to the Advisory Board of the Provincial Industrial Department in one week amounted to $900,000. Although some of the applications were not commercially sound, a good percentage appeared promising and were approved by the Board.

ELDER DEMPSTER LINES

Canada-South Africa Direct Service

Regular monthly sailings from Montreal in Summer and St. John, N.B., in Winter, calling at Cape Town, Algoa Bay (Port Elizabeth), East London, Port Natal (Durban) and Delagoa Bay in the order named.

Canada-West Africa Direct Service

From Montreal in Summer, and from St. John, N.B., in Winter, monthly sailings for Dakar, Sierra Leone, Seccondee, Accra and Lagos, and other ports on the coast, if sufficient inducement offers.

For Sailings, Rates of Freight and Full Particulars, apply to

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Industrial Canada

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The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, JANUARY, 1921 No. 9

Editorial Comment

Visit the West Indies

AMONG the reports received during the past month from Canadian manufacturers was one which stated that the writer had never done anything in the way of export trade in the past, but that he intended this winter to visit the West Indies with a view to opening up business there. He referred to the new trade agreement between Canada and the British West Indies as the reason for his trip and expressed confidence in the outcome.

We bespeak the interest of all Canadian manufacturers of commodities saleable in the West Indies in what this man proposes to do. A new era is dawning in the trade relations of the Dominion and the British islands of the West Indies. The two parts of the Empire are being drawn closer together. It is surely desirable that advantage should be taken of the new arrangements, and one of the best ways to do this is to establish personal intercourse. A trip to the West Indies this winter would be a pleasurable break in business routine in any case, and we hope to see a good many manufacturers sailing south during the next few months.

Canada's Splendid Crops

AMONG the various factors advanced as giving cause for optimism, none carries more weight than the success of Canada's agriculture during the past year. Time and again, as the pessimist stresses unfavorable features, the optimist hits back with the assertion that there can be no reason to fear the outcome when the country has been blessed with such splendid crops.

For a time the optimist merely spoke in generalities. It was common knowledge that the earth proved very fruitful in 1920. Now, as a result of the efforts of the Dominion Bureau of Statistics, concrete facts are available to back up his general observations. Despite a drop in the price of wheat, so much larger have been the crops that the gross value exceeds quite considerably the total of previous years.

For the whole of Canada the total value of the field crops of 1920 amounted to $1,636,664,900—a goodly sum. The 1919 total was $1,452,437,500, and that for 1918 was $1,372,935,970. In the gross amount there is included a value of $536,730,000 for wheat, the unit price for which is placed at $1.83 per bushel. In 1919, with a price of $1.89 per bushel, the value of the wheat crop was only $364,857,000. This is a splendid gain, and in itself should be sufficient to inspire confidence.

Business men of Canada would do well to memorize these significant figures and, whenever they encounter arguments of a depressing nature, they should bring them out and employ them as weapons of defence and offence.

Blaming the Newspaper Press

MORE than one correspondent of INDUSTRIAL CANADA during the past month has expressed the opinion that the newspapers have had a good deal to do with recent trade stagnation. It is alleged by these correspondents that the newspapers have been campaigning for price reductions and by predicting lower prices and otherwise disturbing the minds of the public, have created a psychological condition that is inimical to the best interests of business. As one manufacturer puts it:

"They have unquestionably educated the buying public to expect values which were, and very largely still are, impossible. If many legitimate businesses are to be saved from bankruptcy, just as earnest a campaign should be instituted immediately educating the public as to the actual position so far as the retail trade particularly is concerned. This, after all, is the only element in business with which the consumer comes directly in contact. By this means confidence possibly would be restored to a degree sufficient to permit the readjustment of commodity prices to go on gradually, sanely and safely without working undue

hardship on anyone, whether manufacturer, wholesaler, retailer or consumer, and without the present serious prospect of unemployment."

There is a great element of truth in this argument. The public are undoubtedly influenced by what they read in the newspapers about deflation and, expecting greatly reduced prices, follow the natural impulse and refrain from buying. The disastrous results of such a policy, both now, in creating a condition of unemployment, and later on, in still further delaying readjustments, are too apparent to need elucidation. It is to be hoped that the press will from now on use its great influence to correct the misapprehension that is abroad.

The Unhappiness of Idleness

"EVEN if we could live for months walking the streets and drawing strike pay, the monotony is worse than hard work." So said, and truthfully, one of the striking railwaymen at the Scotia plant at Sydney Mines. It is not a new saying by any means, but it needs experience to bring it home vitally to the minds, not only of manual workers, but of all classes in the community. Work is the natural state of man and, despite occasional sprees of one sort or another, we must all get down to a basis of labor or pay the penalty in unhappiness.

This aspect of the economic situation is what fills the mind of the philosopher with reassuring thoughts. There may be all sorts of talk about social revolutions, all manner of threats levelled at those in authority, but mankind is not going to get away from the necessity of work nor the ultimate realization that in work there exists the great solace for discontent and unhappiness. The great masses of the people must continue under any system to labor on farm or in factory, in warehouse or in office, and it is in this knowledge and certainty that the world can move ahead with a fair degree of confidence in the stability of conditions.

Obstacles to Export Trade

IMPATIENCE is sometimes expressed at the supposed indifference of Canadian manufacturers to the claims of the export field. Time and again they have been accused of neglecting opportunities to get into foreign markets while lazily contenting themselves with home demand. While there may be some justification for this criticism in some cases, there are certain other considerations which should not be overlooked. Take, for instance, the experience of a stove manufacturer, who has been trying during the past year to build up a trade in electric ranges with Norway.

"The freight rates were very excessive on the first sample we sent to Stavanger," he writes, "but the service was fairly good. On the second order for forty-three ranges, it was impossible to get a boat at Montreal and the stoves were routed via New York. They left our factory on June 5th, reached Black Rock on August 7th, and finally arrived in New York in September. Although the whole shipment only weighed 8,000 pounds, the cartage in New York from railway terminals to the steamboat wharf was $90.00. Are not sure yet whether the goods have arrived in Norway. The result of service like this is that we do not anticipate any further business with that country, and we certainly will never ship again via New York."

That is the other side of the shield. Can one wonder that, riled by experiences like this, the Canadian manufacturer turns disgustedly away from export business and concentrates on the home market?

There is obviously a duty here for our own Canadian transportation companies to perform. They should co-operate with the manufacturers to give the most efficient service so that such heart-breaking delays and difficulties may be avoided. Only in that way can we hope to build up a permanent and satisfactory export trade.

Taxing the Interests

TAKING as its text the assertion of Hon, T. A. Crerar that no government was ever so hopelessly entangled with the Big Interests as the present government at Ottawa, the *Moose Jaw News* recently published some remarkable figures to show how severely so-called Big Business was being taxed in this country. From every man making a profit of $100,000, the government takes $32,749, or nearly thirty-three per cent. If he makes $200,000, the government takes $97,849, or over forty-five per cent. If he makes $500,000, the government takes $318,349. If he makes $1,000,000, it takes $696,349. Canada taxes higher incomes—Big Business—more heavily than any other nation in the world.

More than this, under the Business Profits Tax, Canada took a heavier toll from the profits of Big Business than did similar taxation in any other nation which participated in the war; in fact, so severe was the taxation that it dammed the flow of capital into the country to such an extent that it had to be modified. Notwithstanding this modification, the tax takes twenty per cent. of all profit in excess of ten per cent. and not exceeding fifteen per cent.; thirty per cent. of all profits above fifteen per cent. and under twenty per cent.; fifty per cent of all profits between twenty and thirty per cent., and sixty per cent. of all profits thereafter.

During the war the government imposed a tax of fifty per cent. of all profits of packers between seven per cent. and 15 per cent. and took all profits over fifteen per cent. In addition, the packers had to pay the ordinary business profits tax, the net result being that the maximum profit they could keep was less than ten per cent.

"It is all very well for those who do not have to pay so much in taxation to be constantly crying for

increased taxation of others," said the *News*; "they, somehow or other, manage to escape. Take, for instance, the 'vital interest' of agriculture. As we pointed out recently, with an average of field crops in 1918 of $1,372,935,970, the agricultural interests only paid in the way of income tax $407,970, or 2.2 per cent. of the total income tax revenue. In face of this it is hard to see how Mr. Crerar or any of his friends can accuse the government of toadying to the Big Interests and relieving them of their duties. The *News* has no sympathy with profiteers or those who try to exploit the consumers of the country, and it is evident that neither has the government, or they would never be taxed at the heavy rate they are. Very likely some of them do escape paying their proper share, but even if they do they are not alone in that respect, as the figures of the income tax returns from the agricultural interests show. Whenever this comes to our notice it reminds us of the ghost scene from 'Ruddigore,' where the following dialogue takes place: Robin: 'On Tuesday I made a false income tax return.' All: 'Ha, ha!' 1st Ghost: 'That's nothing.' 2nd Ghost: 'Nothing at all.' 3rd Ghost: 'Everybody does that.' 4th Ghost: 'It's expected of you.'"

Advises Manufacturing on Stock

A MACHINERY manufacturer makes the point, in a letter to INDUSTRIAL CANADA, that he thinks manufacturers in general would be well advised, instead of closing down their plants until sufficient orders develop to warrant re-opening, to keep operating on stock. He is adopting this policy himself in the confident belief that by early spring the present slackness will be over.

"Nearly all our manufacturers," he says, "have been able in the last year or year and a half to sell nearly all they could manufacture at a margin of profit. While they will not wish to lose what they have made, still we do not think they should close their plants as they are doing in a large number of cases to-day, slaughtering their goods, when it is a well-known fact that the prices of the majority of the goods which are manufactured in Canada will only drop say from ten to twenty per cent. in the next few months, and it will be a surprise to us if articles in general average a drop in price of even that amount."

The writer, in support of his viewpoint, declares that Canadian banks are ready to back up the manufacturers. He points out that, whereas in the United States banks do not as a rule carry manufacturers when business is dull up to the extent that they would before the slump occurred, in Canada, if it can be shown that a manufacturer's condition is strong, the banks will wait a certain length of time for their money. This has a soothing effect on industry and, if the manufacturing concern which is dealing with the bank is not plunging, the bank will support him.

The Outlook for 1921

A SHARP contrast presents itself between the attitude of manufacturers at the year-end of 1919 and that at the end of 1920. Twelve months ago there was no apparent end in sight to the period of feverish activity and high prices then prevailing. All reports received indicated operation at full capacity, with a plenitude of orders both for home and export markets. Labor was none too plentiful, wages were still tending upward, efficiency was far below the average, and raw materials were apparently in short supply and highly priced. It was from every point of view a buyer's market, and manufacturers referred confidently to the continuance of that market throughout the year.

To-day there has come about an almost complete reversal of the situation at the end of 1919. We have passed into a period of liquidation. The active production so evident throughout the entire industrial fabric a year ago has dropped off; operations have been curtailed and there is unemployment. Wages are still ruling generally at the high level attained during the early part of the year. Raw materials are no longer difficult to obtain, and in many instances they are quoted away below the prices in effect at the beginning of the year.

These are the facts of the situation and they must be faced. No amount of optimism on the one hand or of pessimism on the other can alter their significance. It remains but to seek their cause and to point out a few considerations which may give a more hopeful aspect to the outlook.

The change which has occurred during 1920 has been an inevitable result of the inauguration of the process of deflation. Just as in the stock market, buying is done on a rising market and selling on a falling market, so in the case of commodities. As long as prices were moving upward there was an irresistible tendency to buy, and this worked right through from the ultimate consumer to the manufacturer. When the pyramid had reached a certain height and the speculators in raw materials began to feel the turn was about due, a selling movement began, slow at first but steadily gathering momentum. Prices receded right along the line. And then, the reverse of what might naturally have been expected, occurred. Lower prices, instead of inducing buying, caused an almost complete cessation of buying. Precisely as in the stock market, the public refused to buy on a falling market. And they will continue to stay out of the market until prices once more harden.

There are solid reasons, however, why the present dislocation of trade should not be of long duration. Just as in the unsettled period following the outbreak of war, when the bottom seemed to be falling out of everything, and again in the period after the armistice, when it was generally expected that prices would break, the trend of events was directly opposite to

expectations, so now, when talk of trade depression is so rife, there is every ground for expecting that the worst will soon be over.

There is a decided shortage of goods in the hands of the retailers, a condition which cannot be prolonged. There is a growing feeling among the public that the policy of "no buying" is short-sighted and injurious to the general interest. There is the effect to be expected from the expenditure of large sums of money in public works. There is the well-founded belief that 1921 will see a large flow of immigration with all that that means. There is the settling down of business to a more normal condition, which after all is one of the most satisfactory developments that could occur. There is the greater efficiency which times like these induce and which has an important bearing on production and costs of production. All these conditions are favorable and will work towards an improvement in the situation.

Transportation, not Protection, to Blame

DESCRIBING the kind of evidence submitted to the Tariff Commission at Charlottetown by the provincial government as "small, irrelevant and meaningless political claptrap," which did "an almost irreparable injury to the province," the Charlottetown *Guardian* extolled a letter that was sent to the Commission after the sitting by Mr. J. O. Hyndman, which it declared contained the kind of information that Sir Henry Drayton was looking for.

Mr. Hyndman is head of a firm doing all kinds of insurance. He also owns and manages a large farm, is interested in fur farming, fishing and other industries, is past-president of the Charlottetown Board of Trade, is secretary of the P.E.I. Division of the Navy League of Canada, is chairman of the Soldiers' Settlement Board in Prince Edward Island and holds various other positions, "which has given him an opportunity of getting a fair insight into local trade conditions."

The purport of most of the evidence submitted to the Commission at Charlottetown was that the Island farmers were not making money and that this was due in large measure to the burden of the protective tariff. This was particularly the attitude taken by Hon. Walter M. Lea, Commissioner of Agriculture, and by J. A. Dewar, M.L.A., president of the United Farmers of Prince Edward Island.

What was Mr. Hyndman's position? Simply that Prince Edward Island's troubles were practically entirely due to inadequate transportation facilities. He contended vigorously that the Dominion Government had not lived up to its bond in giving the Island promised means of year-round communication.

"Owing to lack of proper railway transportation in years past," said he, "our people, being unable to develop inter-provincial trade, were induced to trade largely with the Americans, and shipped a great deal of their surplus products to the American market by steamers and sailing vessels, and through this trade a great many of our young people were attracted in that direction, and those left at home were induced to clamor for free trade."

At another point in his letter, Mr. Hyndman says: "This agricultural province has reached its present prosperous position under very severe handicaps, and our people are now awakening to the immense possibilities in store for the future when efficient transportation is secured. There is no reason in the world why this province should not have double our present population and, if the Dominion Government would see its way to give us our rights in transportation, we would then have the opportunity of developing manufactures suitable to the country."

"As a business man and one engaged considerably in agriculture," declared Mr. Hyndman, "I am quite satisfied that the citizens of this province do not desire free trade, as it would be disastrous to their industry, nor are those who have given thought or study to the question in favor of lowering the tariff indiscriminately, and thus boosting the manufacturing interests of the United States and other foreign countries. It seems to be pretty good evidence in itself that our people are well satisfied with the present tariff conditions, when so little interest was manifested during the sitting of the Tariff Commission in Charlottetown. . . . If we had no manufacturing in Canada, but depended on the factories of the United States and other countries for our manufactured goods, the result would be tremendous emigration from Canada to those countries. We have had sufficient experience of what that means in Prince Edward Island owing to lack of transportation. We have as a consequence been unable to promote and develop manufacturing, with the result that a great many of our best people have joined industrial life in the large mercantile centres, much to the detriment of our province."

Freedom of Employment Urged

SPEAKING at the last quarterly meeting of the Glasgow Chamber of Commerce, the Rt. Hon. Lord Weir of Eastwood, head of the great Scottish engineering firm of G. E. J. Weir, had some forceful things to say about the present industrial situation in Great Britain. The gist of his remarks was that industrial salvation could only be achieved through the breaking down of those restrictive barriers to employment and more efficient production which are so tenaciously upheld by trades union leaders. He believed that their policy in this regard was short-sighted and not in the best interests of the trades union members themselves, and that the extension of freedom of employment and the adoption of the system of payment by results would work out to the advantage of all classes of workers.

Lord Weir's argument rested on the following

assertions: the effect of limiting the number of producers is to increase prices; the result of increasing prices is to curtail consumption, and the effect of the curtailment of consumption is to increase unemployment. This chain of cause and effect has been working out in Canada as well as in Great Britain. We have unemployment to-day, due to lack of buying, induced, it is true, by anticipation of reduced prices, but actually caused in the last resort by high prices created by under-production.

"The plea that higher productivity results in earlier unemployment," asserts Lord Weir, "has been frequently stated and as frequently countered. If markets were limited and non-expansible, there might be some basis for suggesting at least a temporary cessation of employment, but there are few markets for manufactured articles which are not capable of great expansion, especially by a reduction in price, which taps lower strata of buyers. Every reduction on a normal price induces an increasing number of buyers, broadens the basis of demand, and requires the services of more workers."

Lord Weir paints a rather gloomy picture of conditions. He maintains that the maintenance of to-day's standard of living is impossible under to-day's conditions of volume and efficiency of production and that no improvement in the standard of living is possible until productivity is not only enormously increased but is much more efficiently secured. He corrects the fallacy that it is merely an increase in gross production that is wanted. What is really required is increased production obtained by a greater efficiency. Merely to obtain greater production, he points out, will help very little. The demand factor is to a great extent dependent on efficiency or cost of production. In the poor industrial performance of the country lay the chief factor affecting the cost of living, and this, in his opinion, could only be righted by increasing intensity of effort, increasing for a time the number of operative hours per individual per day, increasing the number of operative individuals and perfecting methods, processes and organizations so as to eliminate waste of operative hours.

Dealing with freedom of employment, Lord Weir recalled the lesson of the war, when it was found that, when demand for a product was temporarily unlimited, the rate at which the product could be supplied was definitely dependent on the extent to which the restricted nucleus of skilled labor could be increased by unskilled labor. The nation was forced by war's emergency never to use a skilled operative if an unskilled one could do the work. This lesson was now forgotten. He instanced the urgent need for houses, pointing out that men available to build them were walking about unemployed because employment was not free. Relief work for the unemployed was being started, when new houses were urgently required.

"If this freedom (of employment) can be made effective," declared Lord Weir, "then I confidently predict a wave of enterprise and development in the industrial world which will go far to remove the threat of unemployment and will carry with it a permanent improvement in the lot of the working population."

Progress of Cotton Textile Industry

UNDER the new system by which the Dominion Bureau of Statistics compiles and issues annual reports on each of the principal manufacturing industries of Canada, it is possible to obtain a fairly accurate gauge of the progress of each industry from year to year. Figures for 1919 on the cotton textile industry were recently published, and these, taken in contrast with the 1918 figures, afford a means of estimating whether the industry is advancing or receding.

From the standpoint of plant and equipment the change was but slight. The number of plants increased from twenty-six to twenty-seven, but the amount of capital invested in land, buildings and fixtures was reported to be down from $14,305,235 to $14,016,973, doubtless due to the writing off of certain amounts for depreciation. On the other hand, there was an increase in the value of machinery and tools from $19,319,148 to $21,200,219, which is shown in a reported increase in the number of looms from 21,161 to 21,548.

There was a very slight increase in the number of employees, what was particularly noticeable being that the number of male employees increased by 440, whereas the number of female employees decreased by 320. This was obviously a post-war adjustment. The total of employees for 1919 was 16,124, while for 1918 it was but 16,004. On the other hand, salaries and wages advanced from $9,227,343 to $10,981,097, which indicated a fair increase in the average wage paid in the industry.

The cost of the materials entering into the production of cotton showed an increase from $34,289,862 to $43,816,517, which was confined very largely to the cost of raw cotton. It is significant, however, that the quantity of raw cotton used only increased from 85,233,016 pounds to 85,903,961 pounds.

Turning to output, while values jumped from $66,399,288 to $82,642,949, quantities showed no corresponding increase. Of grey yarn there was produced 15,935,701 pounds in 1919, as compared with 17,164,627 pounds in 1918. On the other hand, output of bleached and dyed yarn increased from 2,363,583 pounds to 3,211,992 pounds. Production of unbleached grey cotton amounted to 122,286,314 square yards in 1918 and to only 110,161,384 square yards in 1919. Bleached cottons were produced to the extent of 32,485,635 square yards in 1918 and to 62,908,633 square yards in 1919. Printed, dyed or colored fabrics stood at 69,190,500 square yards in 1918 and at 52,917,429 square yards in 1919. On the whole, therefore, production was lower, though values were considerably higher.

New Year Messages from Association Officers

Previous Experience Gives Ground for Optimism

By J. S. McKINNON

President, Canadian Manufacturers Association

AS a mental stimulant, during the present trade depression, Canadians should recall our previous periods of difficulty which were usually dignified by the name "crisis."

As a matter of fact, the history of Canada is composed largely of a succession of such crises. From the time the first adventurers landed amongst the primeval forests of this country, our history has been a continuous struggle against natural and artificial conditions that have threatened the development of the nation. Space will not permit me to dwell on many such periods, but I would like to recall at this season a few of the more recent.

In 1914, when war broke out, fears were expressed that Canada would suffer from the ensuing trade disturbances. We had a short period of hard times in the fall of 1914, and in the early part of 1915, but Canada reorganized her productive machinery and was soon shipping hundreds of millions of dollars' worth of agricultural products, manufactured goods, munitions of war, not only to Europe, but to many other countries outside of Europe. When the Armistice came pessimists said that our export trade, which had sprung up so rapidly, would disappear, and with it our prosperity; and that Canada would have such immediate hard times that it would be impossible to absorb the returning army and provide employment for those who had been engaged in war manufacturing. All these doubts and fears were proved to have no foundation, and instead of depression after the Armistice, we had two years of prosperity and a shortage of labor.

Now we are facing a new set of conditions. Political struggles, labor troubles and exchange conditions are disturbing international trade. We have some unemployment in Canada, due chiefly to the fact that, during the twelve months ending October, 1919, Canada imported goods to the value of $1,339,627,508 or $439,609,216 more than we sold during the same period; and also to the mental attitude of the public who are refraining from purchasing.

We have been told by many foreign visitors that Canada is perhaps the most fortunately situated and the most happy and prosperous country in the world to-day. We have great stores of raw material. Agriculture, on the whole, is in a strong position. Our industrial and commercial organizations are efficient and adequate. The wealth and buying power of the country is great, as indicated by the bank deposits and bond holdings.

As we remember the crises through which Canada has successfully passed, and recall her resources, of which the character of her people is probably the most important, and realize that the basic conditions in this country are sound, there are good grounds for believing that the country will pass through the present period of depression without any serious danger to our national welfare if we meet our difficulties with steadiness and courage.

Optimism from the Pacific Coast

By JAS. B. THOMSON

Chairman, British Columbia Division, C.M.A.

THE British Columbia Division of the Canadian Manufacturers Association feel that they would like to convey to members of the Association in other provinces, heartiest greetings for the festive season, and the assurance of our belief that if the proper energy and sentiment is displayed by all members of the Association during the year 1921, it will be a far more prosperous year for them than the year through which they have just passed.

The sentiment of the members of the Association, and of all manufacturers in British Columbia, might well be interpreted to be the same as the sentiment of the British Navy. A well-known public man, an ex-naval officer, in speaking to a gathering of business men in this province recently, made the statement that the British Naval Code contained no words to express what is meant by "pessimism," but that as regards "optimism" there were over fifty words which could be used to convey that spirit. British Columbia manufacturers are all optimists, and if any man joins the industrial life of this province with any pessimistic views, he either promptly becomes an optimist, or disappears from that sphere of our life.

As an indication that optimism in the future of British Columbia has reached as far as the Maritime Provinces, it is gratifying to see the announcement in the press here, that the Chairman of our Maritime Division, Mr. Angus McLean, proposes to establish an immense pulp industry in the Fort George District of this province, and to note that such enterprising men in Canada as Sir Charles Gordon, one of our own members, and Mr. Molson McPherson, a prominent Eastern banker, are taking an active part in the promotion of this enterprise. It is gratifying also to see that the men behind this undertaking are British citizens, and to know that the profits accruing will go to Canadians rather than to citizens of other countries, as has happened far too frequently in the past when it came to harvesting the profits from the development of British Columbia resources.

Again wishing the Association every success, and its members every prosperity during the coming year, the British Columbia members would assure you that they are not downhearted. With the immense markets of the Orient, and our natural freight waterways to all parts of the world, we feel that the fringe of opportunity existing in our midst as regards manufacturing has only just been touched.

Reasons for Thankfulness and Optimism

By W. S. FISHER
Vice-President, Canadian Manufacturers Association

HEARTIEST good wishes to all our members for a happy and prosperous 1921. Have we Canadians good cause to look hopefully to the future? By all means! As the old year has passed and we are upon the threshold of the new, every Canadian can afford to look back with thankfulness and ahead with optimism.

Thankfulness that the country has passed through the after-math of the war so successfully; that the year just closed has given us bountiful crops and that on this side of the continent Peace prevails—all in marked contrast to the disturbed conditions, poverty and disaster so evident on the other side of the ocean.

Optimism because we have a country of rich and varied resources. A climate that develops a race of vigorous people who, looking back over the accomplishments and progress of the past, can look forward with that hopefulness and confidence born of experience to a future filled with great possibilities in which there is a part for every one to play—a work for every one to do.

Let us make up our minds to import less and produce more, so keeping our people at home and the money in the country, which will rapidly correct the adverse exchange and make a Canadian dollar equal to an American one.

There is no room for anything but hopefulness. The decline in inflated values in many lines that is going on will soon find its level—not the old level, but one that for some time will be looked upon as normal. This necessary readjustment will reduce the present high cost of living and bring in its train a new period of progress and prosperity.

With well-grounded faith in the great possibilities ahead of this country, let us face the future with serenity and confidence.

A Salutation from Quebec

By J. H. FORTIER
Vice-Chairman, Quebec Division, C.M.A.

SEASON'S GREETINGS to the members of the Canadian Manufacturers Association from Atlantic to Pacific from the Executive and Members of the Quebec Division.

In approaching the year 1921 we, in the Province of Quebec, do so without serious misgivings. We realize as business men that big problems confront us during the coming twelve months and we also realize that these problems must be handled in a big way if they are to be solved satisfactorily.

Quebec has two languages, but only one determination, and that determination is, to be Canadian and to be astute business men, so that Canada may become in very truth the brightest gem in the British diadem.

Quebec has been called "the balance-wheel of Canada." We accept the compliment, and it shall be our earnest desire to live up to that high standard in which this has placed us. It is our determination in this Province where Champlain and Wolfe glorified the annals of their respective countries to live up to the tradition of the past and to so conduct ourselves as a people that in being "the balance-wheel of Canada" we may become a strong bulwark against all factions that may assail the peace and prosperity of this great Dominion.

We have a thrifty and contented people, and on the basis of thrift and content we take our stand.

In the year 1921, whatever may be our problems and however great may loom the obstacles which we have to overcome, Canada and Canadians may rely upon a sheet anchor in the Province of Quebec.

Gentlemen of the other Divisions, we salute you at the opening of the New Year.

Greetings from the Prairie Provinces

By DAVID J. DYSON
Chairman, Prairie Division, C.M.A.

ON behalf of the manufacturers in the Prairie Provinces, I wish to extend to other Canadian manufacturers heartiest Season's Greetings and best wishes for a prosperous New Year.

Manufacturers in the Prairie Provinces continue to do good business. A survey by the Employers' Association of Manitoba on Nov. 15th, 1920, showed 6,611 more employees engaged at that time than on the same day in 1919.

Almost $85,000,000 is invested in manufacturing industries in Winnipeg, and this year the output from its factories will be little short of $120,000,000.

The annual report of the Bank of Montreal states: "The Prairie Provinces produced this season the second largest crop in their history, surpassed only by the premier crop of 1915. The value of the 1920 crop far exceeds that of any previous crop."

The present purchasing power of the Prairie Provinces is determined largely by the crop value. Therefore, manufacturers in the Prairies, look forward with confidence to increased business for 1921. Apparently bankers are willing to supply manufacturers with whatever accommodation they may require to carry on.

While the Prairie Provinces have made industrial progress in recent years, the sound fiscal policy which has industrialized the East must be continued until the West has realized its possibilities. It is the only sound policy for the West to adopt.

The future agricultural population of the West will demand industrial employment. Then the West will make the finished products which it requires for itself. The West must manufacture more largely for itself to save the tribute now paid to industry elsewhere.

Synopsis of Proceedings Before the Tariff Commission in Quebec and Ontario

FOURTH SERIES OF REPORTS

Based on the Official Report

AFTER concluding their Maritime Province hearings at Moncton on November 10, the members of the Tariff Commission proceeded to Quebec and commenced lengthy hearings in the Provinces of Quebec and Ontario. This took them from Quebec to Sherbrooke, thence to Montreal, Hamilton, London, Windsor and back to Toronto. The story of the Inquiry is resumed at Quebec.

This constitutes the fourth series of reports which we have published of the hearings held by the Special Committee of the Dominion Cabinet appointed to receive representations with regard to the Canadian Customs Tariff. Owing to the great mass of material presented, particularly during the sessions at Montreal and Toronto, it has been impossible to do more than give a bare outline of the proceedings. Sufficient information is supplied, however, to give a fair general idea of what transpired.—THE EDITOR.

QUEBEC

Nov. 11.—The inquiry opened in the City Council Chamber at 10 a.m., Joseph Samson, mayor of Quebec and president of the Association of Manufacturers of Agricultural Implements of the Province of Quebec, was the first witness. He presented statistics showing the growth of manufacturing industry in Quebec City, which he attributed in no small degree to the effect of the protective tariff. He believed that any radical changes in the protective policy would compromise the security of the city's industrial establishments. In conclusion, he quoted Sir Lomer Gouin, who had stated that what was wanted in Quebec was a tariff that would keep industries going.

O. H. Coté, Industrial Commissioner of Quebec City, dealt with the establishment of branch plants in Canada by United States manufacturers, contending that the reason for their location was the protective tariff and arguing that this should not be removed. He also spoke in favor of developing all raw materials possible in Canada, referring particularly to asbestos.

Manufacturers' Brief

J. H. Fortier, vice-chairman Quebec Division, C.M.A., presented a brief on behalf of the manufacturers of the province. This furnished statistics showing the expansion of industry. It indicated the way in which farm land values had increased, as compared with land in the prairie provinces. It demonstrated that practically one-third of the people in the province were directly dependent upon manufacturing industry.

Dealing with the historical aspect of the situation, Mr. Fortier showed how Quebec suffered from depopulation until the inauguration of the National Policy of protection. This policy, to a greater extent perhaps than any other factor, was responsible for keeping the young men and women of Quebec within the province.

He referred to the rich endowment of the province in natural resources, affording wonderful opportunities for development. He spoke of the character of the people, the labor supply being perhaps the most stable and dependable of that in any part of the continent. Quebecers who had left the province were returning. Agricultural districts were becoming notably prosperous.

Special reference was made to the expansion in the Chicoutimi and Lake St. John District, where large industries were located and where farm values were high. Further, in view of the curtailment of foreign markets, it was important that the home market for agricultural products should be enlarged in every possible way. Stress was also laid on the adverse rate of exchange, which made home buying all the more necessary. The income tax was criticized as a substitute for customs revenue taxes.

Joseph Picard presented a statement on behalf of the manufacturers of Quebec City. He gave a list of goods made in the city and stated that the principal industries drew for the most part on local sources for their raw materials. They gave employment to people who might otherwise leave the country. He dealt with the opportunities afforded for further development and said that the manufacturers of Quebec were not afraid of competition on a basis of equality with manufacturers anywhere in the world. With the home market assured, they had opportunities to build up export trade. All that they asked was that the Government should protect them against a division of the home market, which would restrict output and raise costs.

Mr. Picard further presented a statement dealing with the tobacco industry. He showed how it had grown under the stimulus of protection and stated that, by reason of the protection afforded the Canadian tobacco grower, he had been receiving approximately ten cents per pound more for his product than the grower in the Southern States got for tobacco of similar quality. Mr. Picard asked that the present tariff on manufactured tobacco be continued without change, and added that he was quite satisfied that the protection to the Canadian tobacco grower should not be less than was afforded now. He suggested that the excise tax of 5 cents per pound now levied on domestic leaf entering the licensed tobacco manufacturing plants be discontinued and that an excise tax be imposed on raw leaf when sold for consumption, such tax to be equivalent to the tax now paid by the licensed factories on the sale of manufactured tobacco.

J. Albert Forand, director-general of the Foundry de Plessisville, addressed the Commission in French. He expressed himself as in favor of the moderate protection at present accorded to the industry, basing his opinion on the necessity of supporting industry in order to meet the national debt and for the development of our natural resources. He answered a number of questions with regard to the extent and operation of his own industry.

Industries of Plessisville

P. J. Magnan, Mayor of Plessisville, spoke for the industries of the village, and said that he believed the tariff existing to-day must be kept on to protect them.

Herbert V. Gale, president of the Quebec Boot and Shoe Manufacturers Association, appeared on behalf of that organization and submitted facts and figures showing the great importance of the boot and shoe industry to the city of Quebec and its environs. There were 30 factories and they manufactured 20 per cent. of all the leather footwear made in Canada. He contended that any reduction in the present tariff would seriously affect the industry and throw many hands out of employment.

John Ritchie gave his views as one of the oldest boot and shoe manufacturers in Canada, having been in business over 40 years. His experience had taught him that adequate protection was absolutely

necessary to enable the industry to produce cheaply and well.

Lucien H. Borne presented a statement on behalf of the tanners of the city of Quebec and district. He stated that the manufacture of leather and leather products was the foremost industry of the district and gave statistics showing the extent of the industry. Under a moderate protective tariff the tanning industry had developed by steady growth until it supplied practically all the requirements of the Canadian market except leathers made from hides not grown in Canada.

No Protection Now

Owing to the exchange situation there was practically no effective protection against imports of leather from the United Kingdom, and the net protection against imported leathers of U.S. manufacture was small. In so far as the tariff had enabled the Canadian tanner to supply the major part of the Canadian requirement of leather, it had increased the output and enabled production at the lowest possible cost. He instanced the case of a patent leather plant in Toronto which had developed into the largest in the British Empire. He also referred to the glazed kid leather industry, which had languished because of inadequate protection.

Paul Hebert presented a statement on behalf of the St. Lawrence Glove Works. After giving information about the company, he stated that a substantial tariff protection was needed to enable Canadian plants to sell sufficiently below the price of imported goods to overcome the prejudice in favor of imported gloves.

Supported the Tariff

Philippe Bechard, managing director of A. Belanger, Limited, Montmagny, manufacturers of stoves, plows, harrows and cultivators, enumerated nine reasons in favor of tariff maintenance.

Hon. N. Garneau, M.L.C., president of the Breeders' Association of the Province of Quebec, and a member of the Agricultural Council of the province, presented a statement on behalf of the farmers of Quebec. He referred to the intensified difficulty of the farmers' position resulting from the high prices of machinery, materials and merchandise, and claimed that this justified a general lowering of the tariff on all articles required for the cultivation of the soil and the support of the family. He further dealt with the high profits of Canadian industries, which enabled them to pay exaggerated salaries, tempting young men away from the farms.

Mr. Garneau stated that there was less cultivated land in Quebec this year and that herds of cattle in the Dominion had also decreased. He demanded the abolition of the tariff on a long list of articles and its reduction to not more than 10 per cent on other articles.

Gustave Boyer, M.P., president of the Dairymen's Association, and of the Maple Sugar Co-operative Society of Quebec, asked for the removal of the duties on tinware, evaporators, syrup tables and pails used in the maple sugar industry. The industry, he claimed, needed encouragement. Questioned by Sir Henry Drayton, he first declared that he did not want protection on maple syrup and sugar and then declared that he did.

Frank Byrne, president of the Breeders' Association of the district of Quebec, said he did not think the farmers had the big end of everything. They had to get up at four o'clock in the morning and work sixteen hours a day. He thought the tax on implements used by the farmers should be reduced.

Auguste Trudel, manager of the Central Agricultural Society, declared that he was a free trader and thought there should be free trade in Canada. He thought the protective tariff had helped to decrease rural population.

John Hay, M.P.P., spoke as a practical farmer and said he found it hard enough to get along. It was largely a case of getting help. Labor went to the cities instead of staying on the farm.

Georges Bouchard spoke in French and supported the general statement of the farmers.

Louis Lavallee and Joseph Gloutier objected to the manufacturers paying higher wages than the farmers and too high duties on agricultural implements.

Elizee Theriault, M.P.P., closed the farmers' case by repeating the complaint that the farmers were not able to make money.

SHERBROOKE

Nov. 12.—The Commission met in the Court House at 10 a.m. J. S. Tetreault, deputy mayor, welcomed the members to Sherbrooke and presented a statement on behalf of the city. Sherbrooke, he said, had had a greater growth during the last 20 years than perhaps any other city of similar size in the province. It was proud of its industries and was concerned for their future prosperity. He voiced what he considered was practically the unanimous sentiment of the people when he said that they would greatly regret any change in the fiscal policy of the Dominion which would place the industries at an unfair disadvantage.

Andrew Sangster presented a statement on behalf of the manufacturers located in Sherbrooke. It gave statistics showing how industry had expanded in the city; indicated the principal products manufactured; showed how United States branch industries had located there under tariff protection; and insisted that adequate tariff protection was vital to a healthy condition of manufacture.

R. J. Caldwell, Canadian Connecticut Cotton Mills, Limited, told of the location of their industry in Sherbrooke and gave information about its operations, declaring that tariff protection was an absolute necessity to its success.

F. S. Laight, Union Twist Drill Co., Rock Island, told of the extent of their industry and stated that they intended to enlarge their plant, provided they were assured of the local market.

A. D. Lown presented a statement on behalf of the Canadian Manhasset Co., St. Hyacinthe, which had expended to date $797,942 on a Canadian plant, claiming that had it not been for the protective tariff they would not have built in Canada.

Alfred Tourigny, secretary-treasurer of Magog, P.Q., told how the life of the town depended on the local industries.

Sherbrooke's Prosperity

J. W. McKee, president of the Sherbrooke Board of Trade, presented a couple of resolutions that had been passed at meetings held under the auspices of the Board. The first declared that, for specified reasons, a policy of adequate tariff protection was in the best interests of the city of Sherbrooke, the Province of Quebec and the Dominion of Canada. The second, passed by the Merchants' Committee of the Board, declared that the best interests of the city and country would be served by the greatest increase in the number and extent of manufacturing industries, and that this could be obtained by the making of reciprocal trade agreements with all foreign countries; in doing this reduction in tariff should be made gradually and in proportion to the reductions secured in such foreign markets. Further, the committee was of opinion that a decrease in the present tariff could not be made without seriously affecting the manufacturing interests of the country, and that this decrease be carried into effect in the coming revision of the tariff.

A. C. Skinner, jeweler; A. D. Echenberg, furniture and carpet dealer, and W. B. McCaw, furniture and carpet dealer, discussed the luxury tax.

A letter was handed to the chairman from the Lay Whip Co., Limited, Rock Island, asking that no change be made in the tariff on whips.

E. A. Lunderville, Cowansville, pump manufacturer, speaking for the manufacturers of Cowansville, said that it was their desire to have the tariff remain as it was, both on account of the industries already located in the town and on account of new industries in prospect.

The Farmers' Troubles

W. S. Armitage, farmer, said that the labor situation and the high price of farming machinery were the farmers' principal troubles. He answered a long series of questions regarding his purchases of farm machinery and the output of his farm.

J. R. Langis, as representing one of the largest retail merchants in the city, took exception to the resolution of the merchants' section of the Board of Trade, and stated that they wanted the tariff kept as it was.

A. C. Skinner, jeweler, referred to the importation of Ever Sharp pencils, on which he claimed the duty was too high.

He would not have a high tariff on goods not made in Canada.

H. M. Holbrook, Canadian Peerless Jewelry Co., said that they were handicapped by the tariff on their raw materials. They were very well satisfied with the present tariff and would feel very uneasy if they thought the Government had in mind any serious reduction.

VICTORIAVILLE

Nov. 12.—A delegation from Victoriaville, headed by the mayor, Dr. J. B. Drouin, J. E. Alain and A. H. Paradis, president of the Chamber of Commerce, appeared before the Commission on their private car en route to Three Rivers. Mr. Alain presented a memorandum on behalf of the furniture manufacturers of Victoriaville, Three Rivers, and surrounding district. This set forth the number of plants engaged in the manufacture of furniture, and described their operations, employment, etc. It concluded with the statement that the Canadian tariff had helped the manufacturers to build up efficient plants in this country, and asked that the present tariff be continued without change.

Dr. Drouin, the mayor, enumerated the industries of Victoriaville and said that they relied on adequate tariff protection to keep them in operation.

A. H. Paradis presented a resolution of the Chamber of Commerce passed at a special meeting held on November 9, in which the Chamber placed itself on record as favoring the continuance of an adequate tariff protection for the industries of Canada.

THREE RIVERS

Nov. 13.—The Commission met in the City Hall at 10.30 a.m. W. G. E. Aird, manager of the Wabasso Cotton Co., Limited, presented a statement giving a history of the company and explaining its operations. He stated that, in the opinion of the company, the industry could not be successfully carried on if any reduction was made in the present tariff.

Mr. Aird also presented a statement along similar lines for the Shawinigan Cotton Co., Limited.

C. H. Moigneau, secretary Three Rivers Board of Trade, presented statistics about the industries of the city, and said the Board viewed with alarm any suggestions tending towards a reduction of the protection now enjoyed by the textile industry.

J. M. Garceau, farmer, running a dairy farm, said that the farmers' financial position was very much better now than it was ten years ago. Farm values had gone up because there was more chances of better prices for farm products with the increase in the local market.

Eugene Tremblay, an employee of the Wabasso Cotton Co., presented a statement in French and English, which was read by Mr. Pringle. It recited that he was well satisfied with the wages he received and with the treatment accorded him by the company. Living conditions were good. Many employees owned their own houses. Speaking for himself and on behalf of other operators in the mill, he would respectfully call the attention of the Commission to the hardships which would be visited on them if the industry, on account of reductions in the tariff or for other reasons, were forced to discontinue operations. The statement was endorsed by 13 fellow-workers.

J. E. Bellefleur, superintendent of the Wabasso Cotton Co., answered questions with regard to wages and employment.

C. R. Whitehead, president Wabasso Cotton Co., said that they had been instrumental in getting the age limit raised from 12 to 14 years, and would like to see it raised to 16. He also stated that the company was the first on the continent to reduce the working week to 55 hours.

MONTREAL

Nov. 15.—The Commission opened its hearing in the Council Chamber, City Hall, at 10 a.m. Mayor Mederic Martin welcomed the Commissioners and stated that the tariff was necessary to stabilize industrial and commercial conditions.

Mr. Monette appeared on behalf of the Association of Market Gardeners of the Province of Quebec, of which he is President. He advanced a series of reasons why there should be a moderate tariff on farm products and presented a resolution passed by the Association to that effect.

F. W. Stewart, chairman Montreal Branch, C.M.A., presented a brief on behalf of the manufacturers of Montreal, in which statistics were given showing the industrial growth of the city, under the encouragement of a moderate protective tariff. It emphasized the value of the home market and showed how many branch industries had been attracted to the city. It asked for the maintenance of adequate tariff protection. After reading the brief, Mr. Stewart answered a number of questions with regard to the operations of Cluett, Peabody & Co., of Canada, Limited, of which he is managing director.

A. P. Willis appeared on behalf of the manufacturers in Eastern Canada of musical instruments. He presented a statement showing the extent of the industry and emphasizing its importance. Its employees were skilled in their own work and much hardship would be caused, if through lack of adequate tariff protection, discriminatory legislation or other causes, piano factories were forced to close down. Referring to tariff protection on musical instruments in other countries, Mr. Willis said that practically all were higher than in Canada. Protection, he claimed, was of vital importance to give the industry an assured home market and to enable manufacturers to operate their factories economically. Mr. Willis concluded with a criticism of the excise tax.

Robert A. Willis, Vice-president Willis & Co., Limited, spoke along similar lines, contending that with protection, Canada would build up her industries and attract capital for the development of her natural resources.

Charles D. Patterson, Director of Willis & Co., Limited, complained of the way in which pianos were classed as luxuries and declared that music was one of the necessaries of life. He said that nothing should be done to make it more difficult for the people to get their music and that the industry was worthy of encouragement.

W. J. Sadler, Sadler & Haworth, appeared on behalf of the manufacturers of leather belting and, after giving information about the industry, submitted that the industry was entitled to reasonable encouragement, especially in view of the fact that it provided a home market for green hides, tallows and greases.

Jack McAvoy presented a supplementary statement on behalf of the Market Gardeners' Association of the Province of Quebec, showing how, following the tariff revision of 1907, market gardening expanded until there were now 3,000 market gardeners in the vicinity of Montreal, with a large investment in hotbeds, rolling stock, etc. As an inducement to continue in business they needed the guarantee of the home market.

Paul Watties, of the same Association, supplemented the evidence of Mr. McAvoy.

J. D. Palmer, Hartt Boot & Shoe Co., Fredericton, presented an exhaustive brief on behalf of the boot and shoe manufacturers of Canada, giving statistics of the industry, and showing how, with the raising of the tariff in 1906-07, it had experienced large expansion. It was now the sixth industry in importance in Canada. It could not be doubted that expansion was due to the tariff and, therefore, it was necessary that the tariff should be continued. Mr. Palmer answered a long series of questions on various aspects of the industry.

Able to Specialize

J. H. Rieder, Ames-Holden-McCready, Limited, in support of the shoe manufacturers' brief referred to the way in which United States' manufacturers were able to specialize and claimed that if protection was removed, they would have to go out of the manufacture of boots and shoes and import foreign-made shoes.

H. R. Ressler appeared on behalf of Canadian Buttons, Limited, a company which started operations on May 1, 1920, and is the only one in Canada at the present time manufacturing metal parts for covered buttons. He asked for increased protection so that they could be assured of the home market and thus increase their production.

S. F. Rutherford appeared on behalf of the Dominion Box and Package Co., Limited and of the manufacturers of wooden boxes in the City of Montreal. He presented statistics of the industry and

stated that, were it not for the tariff, which assured them the home market, it would be impossible for them to sell boxes as cheaply as under present conditions.

Art. Harris, President Canada Paper Box Co., Limited, made representations on behalf of the paper box manufacturers of Montreal, of whom there were fifteen in the city. Giving a general review of the industry, he asked that the present tariff be continued without change.

Pins and Fasteners

J. W. Fawcett, presented a statement on behalf of the Colonial Fastener Co., and the Imperial Pin Co., Limited. Had it not been for the tariff, he said, these businesses could not have been started. He submitted that the present measure of tariff protection was necessary in order to give them an assured market.

Albert Neighorn, General Manager, Nichols Chemical Co., Limited, made a statement with regard to the heavy chemicals industries. He reviewed the industries and gave reasons why tariff protection was essential to their success.

W. L. Carr, representing the Montreal Milk Producers' Association, which was composed of about 1,000 farmers in the vicinity of Montreal, declared that they were in line with other farming interests in Eastern Canada. They were in favor of a general revision downward of the tariff, especially on all implements and machinery used in production. He claimed that prices were fixed by world markets and the only way to meet conditions was to do something to lower the cost of production. He painted a picture of rural poverty which he contended required some remedy.

Second Day

Nov. 16.—Theo. H. Wardleworth, representing nine industrial chemical companies and ten pharmaceutical chemical companies, declared that, taking the chemical business as a whole, the tariff was not in any sense protective when compared with other industries. At the same time, he claimed there was no reason for any decrease in any of the duties. Any reduction in the tariff would mean in some cases a serious threat to many chemical industries already established.

J. F. Frame, K.C., appeared for the provincial governments of Saskatchewan and Manitoba and read a short paper. His main point was that the textile manufacturers should be required to show the need of the continuation of protection. How much does it cost to manufacture a certain line of textiles in Canada and how much in the United States or Great Britain. He believed that there should be a searching judicial investigation. He reviewed the whole course of the Board of Commerce investigation.

Sir Charles Gordon, for the cotton textile industry, first dealt with the Dominion Textiles Company and gave facts and figures about its organization and capitalization. He showed how the company had taken hold of properties that had had no earning capacity, as proved by a series of years, and by prudent and careful management had brought them to a point where they had an earning capacity. Dealing with the cotton textile industry in general, he answered the criticism that it was not indigenous to the country and that wages in the industry were not in line with those paid by other industries. He refuted the accusation of excessive profits and read a series of letters from large customers defending the tariff and showing that their prices were moderate and compared favorably with the prices of imported goods.

F. O. Callaghan, President of the Board of Trade of Cornwall, submitted a resolution passed at a special meeting of the Board on November 12, which, after stating various facts about the industrial life of the town, urged that no downward revision be made in the tariff.

Mr. Stiles, ex-Mayor of Cornwall, gave evidence, showing how farm values had increased in the neighborhood of the town.

Valleyfield's Industries

A. Plante, K.C., Valleyfield, spoke as a private citizen and described the value of Montreal Cotton Co. to the town, asking for continued protection for the industry.

S. W. Laroche, M.D., Mayor of Valleyfield, corroborated the evidence of Mr. Plante.

D. D. McBain, Valleyfield, a farmer, spoke in favor of the home market and said that the farmers around Valleyfield did not consider the duty on farm implements of any account at all.

A. O. Dawson, Vice-president and Managing Director, Canadian Cottons Limited, dealt chiefly with the operations of that company. He showed how their operations compared with those of competing companies of equal magnitude in England and deduced that they were entitled to protection. He also gave price comparisons. He further showed what the company was doing to improve the living conditions of employees.

H. W. Weller, President of the Canadian Association of British Manufacturers, said that while the Association was fully in accord with the general principle of a protective tariff, it would like to see the British preference substantially increased. Also, it would like to see a duty placed on goods at present imported free, but with a continuance of free entry for goods of British manufacture. Items in the present tariff militating against British exporters were listed.

J. Bruce Payne, Granby, spoke on behalf of the industries of that town. He gave an historical survey of its industrial growth and showed how its prosperity depended on the tariff. He also told of the progress of the tobacco industry in which he was interested.

Alderman Giddings, Granby, supported the position taken by Mr. Payne.

A. H. Clement presented the brief of the United Farmers of Quebec in French. It reiterated the story of rural depopulation and asked for the gradual abolition of the duty on farm implements. It virtually repeated the demands of the Canadian Council of Agriculture.

John C. McCallum, farmer, Labelle, Vice-president of the United Farmers of Quebec, took the same ground as Mr. Clement.

Third Day

Nov. 17.—W. W. Butler, president Canadian Car & Foundry Co., Limited, read a brief giving the views of fifteen companies in the Montreal District engaged in the steel and iron industry. The brief enumerated various reasons why protection was necessary and urged that no change should be made in the tariff on iron and steel and their products.

T. P. Howard, managing-director Phœnix Bridge & Iron Works Co., Limited, read a brief on behalf of the fabricators and erectors of steel structures, which emphasized the essential character of the industry and pointed out its disadvantages in competition with United States firms. To give the Canadian consumer the best service, it was of the greatest importance that the industry should reach its maximum output, and this could only be done by restricting foreign competition.

John H. Shaw, on behalf of the British Agents' Association of Canada, representing 400 of the largest British textile firms, asked that the British rate of preference should be increased and extended to include all parts of the Empire; that the wording of the second price column on invoice forms regarding "The fair market value for home consumption at time shipped," be changed so that there could not be any possible difference of opinion regarding its interpretation and that, in the conversion of currency, the customs authorities should obtain the rate of exchange daily from the banks and notify their collectors. They opposed any increase in the tariff on textiles.

The Silk Industry

G. F. Tompkins, Belding-Paul-Corticelli, Limited, Coaticook, appeared on behalf of the companies manufacturing braids, tapes, laces, embroideries, cords, etc., numbering some twenty in all and employing more than 1,600 persons, and presented arguments in favor of continued protection for the industry. He also read a letter from the mayor of Coaticook asking that nothing be done to jeopardize the town's interests by injuring the local industries.

I. Greenberg, Greenberg Smith Co., Montreal, read a brief on behalf of the Canadian cloak and suit industry, which reviewed the extent and operations of the industry, and asked that the duties on women's outer garments imported under the general tariff be increased so as to provide a difference between the duty on materials and on the finished garment; also that the dumping clause be strengthened.

A. Sommer, A. Sommer & Co., Limited, answered a series of questions which tended to show that Canadian manufacturers were not standing up against the competition of American manufacturers.

Labor's Position

John T. Foster, president Montreal Trades and Labor Council, presented a brief on behalf of a general committee of that body, endorsed as well by the railway brotherhoods. The committee represented 90 per cent. of the organized workers of Montreal. The brief reiterated the request for the creation of a permanent advisory tariff board. This was dealt with under seven heads—first, reasons for the request; second, the sort of board proposed; third, the intimate relation of the tariff to the life of the worker; fourth, reasons for dissatisfaction with the present system; fifth, reason for beneficent effect of board on lives of the workers; sixth, why greater stability and steadiness of employment would follow appointment of board, and seventh, free-trade agitation in relation to industry.

David Giroux, representing the Canadian Federation of Labor, appeared to support the argument for protection and to solicit from the Government a law similar to that which was enacted in the United States in 1875 and amended in 1885, in regard to alien labor.

R. H. Gillean, the Watson Foster Co., Limited, appeared on behalf of the wall paper industry of Canada and, following the plan of other representatives of manufacturing industries, gave a review of the extent of the industry and stated a number of reasons why protection was vital to its success.

J. A. Lareau, mayor of Richelieu, director of the Compton Co-operatif and director of the Union of Farmers of Quebec, spoke along the lines of tariff reduction and complained of the high cost of commodities and the shortage of labor.

Imports of Dyes

H. Brock, Canadian manager for L. B. Holliday & Co., Ltd., manufacturers of dyestuffs, Hoddersfield, England, asked that a British preferential duty of 5 per cent. and a general tariff duty of 20 per cent. be imposed on all importations of aniline dyes. With such duties, they would be justified in establishing a branch industry in Canada.

J. T. McCall, Drummond, McCall & Co., Limited, made representations on behalf of the merchants and importers in the iron and steel business. They were strongly of the opinion that, as the business development of the country had been based on the policy of adequate protection to native industries and manufactures, it would be disastrous to change that system. They advocated Government assistance in prospecting for and developing bodies of iron ore and suggested that, when new industries asked for protection, these requests should be most carefully investigated. They further urged a simplification of the existing tariff and stated that their business would be seriously interfered with unless the tariff on iron and steel articles, whether manufactured in Canada or not, was such as would not prevent their reasonable importation from abroad for the benefit of the manufacturing consumers of the country.

R. P. Sparks, Sparks-Harrison, Ltd., Hull, appeared on behalf of the Canadian Association of Garment Manufacturers, and gave a long array of facts about the industry. He submitted that the Government would be justified in increasing the net protection accorded the industry and claimed that it was to the general advantage of Canada to maintain and develop, as a home industry, one that played such a large part in the industrial development of the country.

Industries of Lachute

C. Tremblay, chairman of the Finance Committee of the Lachute Town Council, read a brief showing what the manufacturing industry had achieved in the town under a protective tariff. He concluded by saying that "inasmuch as the industries in Lachute have made such progress under the protective tariff and the interests of almost the entire population are so closely related to the welfare of these industries, no experiment should be made in replacing to any extent such successfully applied principles and their consequent practical results by a different fiscal policy."

General A. E. Labelle, president of the Canadian Millers' Association, submitted a statement on behalf of that organization. This gave an exhaustive summary of the industry and contained the statement that, "The Canadian milling industry believes it is in the best interests of Canada that there should be a moderate duty upon both wheat and the products of wheat."

R. B. Sauvage appeared on behalf of the Farmers' Propaganda Committee of the Province of Quebec and reiterated the statements of former farmer witnesses to the effect that agriculture was suffering from lack of labor and that profits were very small.

J. L. Marcil, agent of the United Farmers of Quebec, dealt with the emigration of Quebec farmers to the United States.

Fourth Day

Nov. 18.—E. D. Mathieu, representing the manufacturers and some farmers of Terrebonne, presented a memorandum showing how the town had prospered under protection and how the agriculturalists had benefitted from the development.

F. R. Whittall, on behalf of the companies in the Montreal district manufacturing tin cans, showed how extensive the industry had become and how dependent it was on the tariff.

David K. Trotter, secretary of the Supply Dealers and Manufacturers Section of the Builders' Exchange of Montreal, stated that it was the opinion of the Section that the tariffs presently in force in the Dominion were of the greatest benefit not only to the building trades of Canada but also to the people of Canada generally.

British Imports

Arch. McGoun, K.C., presented a memorandum in which he advocated the reduction of the tariff to a purely revenue basis on imports from within the British Empire and the maintenance of the protective duties on imports from other countries. He claimed that out of 19,218 manufacturing establishments, not much more than 455 would be affected by British competition.

William Brodie, William Brodie, Limited, jute manufacturers, asked for certain changes in the present tariff. He suggested that cotton yarn for the manufacture of twine should be added to the free list, and made other suggestions.

W. B. Converse, secretary-treasurer Canadian Bag Co., Limited, appeared on behalf of that company and stated that the bag industry had perhaps less protection than any other industry in Canada to-day. He asked that the duty on jute cloth be made 7½ per cent. either from the U.S. or direct from India.

Omer Baillargeon, Lamontagne, Limited, made a statement on behalf of that company, in which he traced its history and gave particulars of its operations. He enumerated reasons why the tariff should be maintained on harness and parts.

The Cement Industry

F. P. Jones, Canada Cement Co., appeared for the Canadian cement industry and said that the success of the industry in Canada depended entirely upon the development of Canada, provided the industry was not discriminated against by any legislation. Mr. Jones reviewed the system of taxation and claimed that $250,000,000 was required from the customs tariff, which meant that the average duty should be 25 per cent. He advocated a uniform rate of duty on all imports, and instanced cases where he thought industries could be started in Canada if a duty was placed on certain commodities used as raw materials.

Albert W. Pell, treasurer, Lamont Corliss & Co., appeared on behalf of three firms importing chocolate. He made representations to the effect that the present rate on chocolate was very much in excess of protective requirements and in fact so high as to be prac-

tically prohibitive, and asked that the duty be reduced to 25 per cent.

J. J. Denis, M.P., presented a statement on behalf of the tobacco planters of the District of Joliette, which supported two propositions: (1) the present duty on foreign leaf tobacco of 40 cents a pound, on unstemmed leaf as it now exists, should be maintained, and (2) the duty of 5 cents a pound on Canadian raw leaf tobacco should be removed.

George F. Davis, vice-president of Bennett, Limited, Chambly Canton, P.Q., manufacturers of shoe supplies, asked that in view of the company's service to the boot and shoe industry, the fact that they were using Canadian materials, labor and capital and that the tariff on their products did not enhance prices, the Commission should leave unchanged tariff item No. 614, covering their products.

Duty on Wool Waste

S. E. Lichtenhein, president and managing director, Montreal Cotton & Wool Waste Co., Limited, asked for increased protection, claiming that a tariff of 20 per cent. general, 15 per cent. intermediate and 12½ per cent. preferential would be reasonable under existing conditions.

Jacques Cartier, city attorney, St. John, P.Q., told of the industrial progress of that city.

Alan Kennedy, Kennedy Mfg. Co., Montreal, manufacturers of insect powder, asked for increased protection.

A. W. Wright presented a statement on behalf of the printing industry in the Montreal district, which demonstrated the importance of encouraging the development of the printing trades. It asked for the continuance of at least the present measure of protection.

Fifth Day

Nov. 19.—S. J. B. Rolland appeared on behalf of the Canadian Pulp and Paper Association and presented a printed statement setting forth the views of that organization. This gave much valuable information about the industry and concluded with the statement that the industry was capable of practically unlimited expansion unless retarded or held back by restricting Governmental regulations or adverse tariff legislation.

A. L. Caron, representing the Montreal District Jewelers' Association, which includes manufacturers, wholesalers and retailers, gave statistics of the industry and asked that the present tariff be not reduced.

W. P. Downey appeared to urge equalization in customs duties on "Honey-o" and "Nulomoline," products prepared from refined honey. He showed that the present tariff demanded nearly double the duty on products entering into "Honey-O," which is a Canadian manufacture, than on imported "Nulomoline," the American equivalent.

George A. Harcourt appeared on behalf of the Clothiers' Association of Montreal, manufacturing men's and boys' clothing. He showed that the condition of the industry at present was a serious one and the effect of any tariff reduction would be disastrous. He was supported by Alex. Christie, the Christie Clothing factory.

The Montreal Branch C.M.A., filed a statement by W. A. C. Hamilton, representing the Consumers' Cordage Co., urging that item 682 of the tariff be so regulated as to stop the importation of cordage, presumably for fishermen's use, but which is utilized entirely for other purposes.

The Montreal Branch also filed letters from three soap manufacturing companies asking that the duty on common or laundry soap be changed from a specific to an *ad valorem* one of 20 per cent.

R. A. Nixon, secretary Henry Morgan & Co., Limited, headed a deputation of merchants protesting against the luxury tax.

F. W. Stewart, Cluett, Peabody & Co. of Canada, Limited, expressed the appreciation of those who had attended the sittings of the Commission in Montreal for the way in which the Commissioners had listened to the different members of the C.M.A., who had appeared.

HAMILTON.

Nov. 26.—The Inquiry was opened in the Council Chamber, City Hall, at 10 a.m. E. H. Jones, Canadian Yale-Towne Co., Limited, St. Catharines, was the first witness. He gave facts to show that the growth of St. Catharines was largely due to industry fostered by the protective tariff.

Col. Gregory appeared as a private individual, declaring that the fruit growers of the Niagara district were opposed to any change in the tariff protecting their industry.

Arthur Robinson, the Maclaren Co., Limited, department store, St. Catharines, said that if the tariff was a little lower they could import more, but if there were no industries, they would not have so many customers.

James A. Scace, manager Piano Cases & Phonographs, Limited, Brantford, presented a statement on behalf of the city of Brantford, in which the industrial growth of that city was traced. He contended that Brantford's industries could not have grown as they had done were it not that the protective tariff gave them a large domestic market.

John H. Day, farmer, Brantford Township, gave evidence in support of protection, contending that it built up the home market, which was of the greatest value to the farmer.

W. H. Whitaker, manager Goold, Shapley & Muir Co., Limited, Brantford, gave evidence as to discrimination against Canadian manufacturers of farm tractors.

John Clark, town clerk, Dunnville, told of the growth of the town under the protective tariff and gave figures showing how the farmers were prospering in the neighborhood.

B. L. Edgecombe, mayor of Dunnville, corroborated the remarks of Mr. Clark.

William Eglesham, farmer, Flamboro' Township, near Dunnville, gave evidence to prove the value of the home market to farmers.

Alex. Camelford, Dominion Hammock Co., explained how serious would be the effect of any reduction in their protection.

M. Vaughan, Vaughan Seed Co., presented a statement dealing with the industrial growth of Welland, which claimed that this growth was largely due to the protection afforded by the tariff.

B. J. McCormick, Canada Foundry & Forgings, Welland, appeared more particularly for the industries of Welland and described the extent of their operations.

C. M. A. Statement

George H. Douglas, chairman, Hamilton Branch C.M.A., presented a comprehensive statement covering the manufacturing activities of Hamilton, and attributed its growth to the protective tariff, development of electric power and the specialization of farming in the Niagara District. He emphasized the extent to which U.S. companies had located branches in Hamilton.

Robert Hobson, president Steel Co. of Canada, Limited, presented a brief in which three lines of thought were followed out: (1) The need of adequate protection for the proper growth of the steel industry; (2) The low rate of protection afforded under the present tariff, and (3) The probable effects of the adoption of a free trade policy. At the conclusion of the brief, Mr. Hobson was questioned at considerable length, being supported by R. H. McMaster.

J. M. Patterson, mayor of Paris, told about the thriving nature of the local industries and said that it was essential that protection should be continued.

R. A. Haire, Alabastine Co., of Paris, stated that if protection was removed their business would be very small in comparison with what they had at present.

Views from Paris

Henry Reader, dry goods and boots and shoes, Paris, took a strong stand in favor of protection.

Robert Atkins, farmer, living four miles from Paris, gave evidence that the general condition of the farming community was prosperous.

A. J. Gamble, president, Independent Labor Party, Dundas, spoke in favor of a permanent tariff board.

Col. A. F. Hatch submitted a statement on behalf of the iron and steel manufacturers of Hamilton and said that the industry needed an assured home market so that they could manufacture

(*Continued on page 254.*)

A Comprehensive Project for Developing Power in the Niagara River*

By T. KENNARD THOMSON, D.Sc., M.E.I.C.

IT seems that there will shortly be a new treaty between the United States and Canada, permitting the utilization of more water for power on both sides of the river. In view of this there are already many applications for rights of water power under such treaty. It will surely be a great crime to allow individuals in either, or both countries, to obtain such rights until the entire project has been considered as one international unit, in order to obtain the maximum amount of power at the minimum of cost.

The Niagara River should, of course, be considered first. Here a dam should be constructed four miles below the Niagara Falls obtaining thereby a one hundred foot head, which, with a flow of 220,000 cubic feet per second will give two million horse-power a year. This will practically develop the entire minimum flow of the Lower Niagara River, and when this is done, as it absolutely must be done sooner or later, it will give one million or more horse-power out of the lower river, or ten million tons of coal a year more than could be obtained by any other plan or combination of plans which have been suggested by anyone.

This proposed dam can be constructed four miles below the Falls on Foster's Flats, in such a manner that one-half or more of the dam can be built on dry land now known as Foster's Flats, without touching what is now the bed of the Niagara River. When this half of the dam is completed the river can be diverted from its present channel so as to pass through tunnels in the first half of the dam thus completed. These tunnels will be from twenty to thirty feet below the bed of the present river, so there will be no trouble in getting water to flow through them. It will then be a comparatively simple matter to construct the second portion of the dam, which will be in what is now the bed of the Niagara River.

Diversion of River

After this dam is completed, and then only, it will be possible to divert half the flow of the Niagara River above the Falls and return the water so diverted to the Niagara River directly below the Falls, thereby obtaining another two million horse-power, making four million horse-power in all. These two projects do not interfere with any of the present power plants in any way whatever, although they would render the Chippawa-Queenston Canal, and similar contemplated diversions, unnecessary after the completion of our projects.

My reason for saying that more water cannot be diverted from above the Falls unless it is put back in the Niagara River directly below the Falls and until my dam is built, is because there is now barely enough water flowing over the rocks in the Rapids to carry the ice away.

And, as a proof thereof, some dozen years ago a slight change in the wind at Buffalo held back the water for a few minutes at Buffalo, with the result that an ice jam was formed in the Lower Gorge, which lasted some eight hours, and before it broke considerable damage had been done to the power plants at the Falls, and when it broke everything in the river below, within twenty or thirty feet above the water's edge, had been absolutely carried away.

Effect of Ice Jam

An engineer, in making a statement as drastic as this, ought to go back farther than a dozen years ago, so attention is here called to the fact that some million of years ago something dammed the Niagara River and caused it to cut a brand new channel at right angles to its old course, thereby forming the Whirlpool, and to cut the brand new channel out of bed-rock. The probabilities are that an ice jam diverted the 220,000 cubic feet of water per second and caused this new location of the River and Falls, which, if it occurred now, would cause one of the greatest catastrophes in history.

Therefore, I trust, gentlemen, that you will not allow either country to get the from ten to fifty thousand cubic feet per second that they are asking for, until the two Governments consider the matter as one comprehensive unit; thereby obtaining the maximum amount of power at the minimum of cost.

I have no hesitation in saying that $100,000,000 would be more than ample for the entire construction of my proposed dam, power houses, etc., making a total cost of $50 per horse-power, as against $100 a horse-power of the five pioneer companies, who risked their money on what was practically an untried venture in those days.

As our dam will take care of the entire minimum flow in the Lower River, all minor projects simply add to the cost of power to the consumer forever, without obtaining any additional power.

I had this project locked up in my safe for some eight years before I showed it to the Hon. Peter A. Porter in 1915. Mr. Porter at once joined me, and since that time we have been working together on this project continuously. Mr. Porter in 1886 obtained the rights for the first of the pioneer companies at Niagara Falls. We have applied for a franchise for this dam four miles or so below the Falls. Recently Mr. Porter asked me to design a plan for a tunnel under Goat Island, which I have done, and we have applied for rights for such a tunnel as the Porter-Thomson Tunnel. The tunnel would be from 2,500 to 3,000 feet in length and has the most economical location possible for developing additional power at the old Falls.

When I first published the plans for our dam, people ridiculed the idea that there would ever be a demand for 2,000,000 horse-power in the Niagara. So, before the war, I wrote to Mr. Samuel W. Rogers, Director of the Census, Washington, D.C., and asked him how much electrical power was then being used in the State of New York, and what the normal rate of increase was. He sent me a very comprehensive reply indicating that we were then using over 3,000,000 horse-power in New York State alone, and that the normal rate of increase was ten per cent., or 300,000 horse-power. In other words, our dam would only supply one-third the amount of horse-power then being used in New York State, and could only supply the normal increase for three years, on the basis that each country received half the amount of power.

Transmission of Power

Niagara Falls power is now transmitted to Syracuse, a distance of 160 miles, with a loss of less than ten per cent. at a voltage of 60,000. By increasing the voltage to 110,000 it is transmitted to the Detroit River, a distance of 250 miles, with about the same loss. By again increasing this voltage to 220,000 volts, it would be possible to double the distance of transmission at the same loss. That is to say, we could distribute Niagara Falls power within a radius of 500 miles, which would include parts of nineteen States of the Union, and two Provinces of Canada. This area would include 60 per cent. of the entire population of the United States, and 80 per cent. of the entire population of Canada; which would then be within commercial reach of this power, and yet our dam would only supply one-third of enough for one of the States, on the basis that half the power is given to each country.

As a matter of fact, every bit of power we can develop can be sold within 100

* Address delivered before the Ontario Division, C.M.A., Thursday, December 16, 1920.

miles of the site at which it is developed, and there will never be enough water-power to go around; so manufacturers who get the cheap water-power will have an unfair advantage over their competitors who cannot get it. For this reason, no matter what price electric power is sold for, it will always be worth what it costs to develop the same power by coal.

Before the war, the highest grade plants in New York City developed electrical power from coal at an average cost of $32.19 a horse-power. I am referring to such high-grade companies as New York Edison, Interborough, etc. That means $70 or $80 per horse-power in the United States, and much more in Canada. Our power could be sold at from $5 to $10 per horse-power, plus the Government tax.

To scatter Niagara power broadcast and even then only supply a few favorite consumers, would be to get only half or less of its value, and many indirect advantages which would be enormous would be lost if the power is so scattered. For an example: The five pioneer companies spent $65,000,000 to develop 650,000 horse-power, with the indirect results of attracting private capital to the extent of $650,000,000, or ten times what they spent themselves. So if we transmit the 4,000,000 horse-power developed in the Niagara River broadcast, the benefit would be but a small fraction of what they would be if the power were sold at the site, thereby creating the greatest manufacturing district in the world.

It should be remembered that one and one-half cents per kilowatt power is $100 per horse-power per annum.

We recommend, therefore, that the power be concentrated and sold at the power site and that the Governments decide how much tax to put on this power, in order that everybody in the state and province will be benefited thereby. At the same time, while the Governments are settling the Niagara Power question, they should also settle the St. Lawrence River problem.

My project for Montreal would be to put a dam in the Lachine Rapids, taking advantage of a 44-foot head, and by dredging the channel to a depth of 30 or 40 feet from Montreal to this dam, ocean vessels could reach the dam without passing through any locks.

One or two locks would then raise the boats up to the Lake St. Louis level. In dredging this channel we could reclaim ten square miles of land from the St. Lawrence River, which would be connected with Montreal by tunnels. We could obtain about 1,000,000 horse-power at this site. The other two big drops in the St. Lawrence River are between Lakes St. Francis and St. Louis eighty-three feet, and the stretch of 50 miles west from Lake St. Francis ninety-one feet. We could obtain nearly 4,000,000 horse-power out of the St. Lawrence, which with 4,000,000 from the Niagara, would be 8,000,000, or to be conservative, say 6,000,000 horse-power a year, which is equivalent to 60,000,000 tons of coal a year. This certainly would result in the greatest manufacturing centre in the world all the way from Montreal to Lake Erie.



Location of Proposed 100-foot Dam

The dotted line indicates the present shore line of the river, showing how half the dam can be built on dry land

The late Sir William Van Horne stated shortly before he died that the carrying out of my Montreal project alone would make Montreal one of the greatest sea ports in the world.

The former president of one of the most important Chambers of Commerce on the continent, once told me that his Chamber of Commerce would never endorse any project until that project was sure of success. The reason being, that the various members who had risen to the top of the ladder through their energy and business sagacity would not jeopardize their reputation for sound wisdom by endorsing undertakings which might possibly not be carried out.

It seems marvellous to me that some of the business men of Montreal, Buffalo, and New York, object to the development of the St. Lawrence River route. They thus lose sight of the fact that the prosperity of their respective cities depends often on commodities which never come within 100 or 1,000 miles of their city. For example: New York City pays 25 per cent. of the income tax of the United States; but if there were no farms, factories, villages, towns, or other cities, then there would be no New York City. And, on the other hand, every dollar's worth of prosperity enjoyed by any of the farms, factories, villages, towns or cities in New York State, in the United States, or even in Canada, send their portion to benefit New York City; which, according to the New York Chamber of Commerce amounts to 25 per cent. of the entire wealth of the United States. And at the same time, every part of the States and even Canada benefits by the prosperity of New York City. It is also argued that the development of the St. Lawrence River route would endanger the Barge Canal, an absurd fallacy, for the proper development of the St. Lawrence River route, and of the water-power in the Niagara and St. Lawrence rivers, would result in manufacturing centres equal to more than ten Pittsburghs on the Canadian-American frontier; which would result in the Barge Canal being black with traffic.

New York's Objection

In opposing this route, the New York Chamber of Commerce objected chiefly on account of the great cost to the Governments, which, they said, would amount to from three to five hundred million dollars and the injury of the Barge Canal (which I consider imaginary).

If the two Governments will get together and allow us to develop these two

rivers under one comprehensive plan, we would spend:—

On the St. Lawrence	$500,000,000
For Niagara Dam, Thomson-Porter	100,000,000
For my Lachine project	100,000,000
To develop the rest of the work and buy the Barge Canal outright, and also buy the Chippawa Canal	300,000,000
Making a total of	$1,000,000,000

But if this would supply $600,000,000 worth of coal a year, the return would be 60 per cent. on the investment.

By commencing work at Montreal and our dam in the Niagara River, it would be a very simple matter to finance the rest of the work.

It would be inconceivable to have this carried out under Government ownership in the old sense of the word, or as a private ownership in the old sense of the word, but on the other hand, if the two Governments will agree to a common-sense contract which would give the Governments control of the design, construction, operation, selling price of the power, collection of taxes, and finally, a commission to be paid us for furnishing capital, doing all the work, and selling the power; then the two Governments would be able to get ample draft for ocean-going vessels to the Great Lakes, get 6,000,000 horse-power a year, and build up an undreamed manufacturing centre resulting in unheard-of prosperity for the whole continent, without the expenditure of a single cent except a trifling amount for supervision, which would be as nothing as compared with the taxes collected.

The expenditure of one billion dollars on the frontier without asking financial assistance from the Governments, would be of such great benefit to the entire country—to say nothing of wiping out the premium of exchange, and the attraction of all the additional private capital which, as we have said amounted to ten times the amount spent by the five pioneer companies at Niagara Falls, would be of such great value to the people of Canada and the United States that it would be a boon well worth while even if we paid no taxes and were allowed to sell the power for what it is worth.

Yet we offer to pay whatever taxes the Governments ask and let the Governments decide the price to be charged for power.

There would be very few parts of the world that would not be benefited directly or indirectly by this undertaking.

Gentlemen, it is up to you.

A Made-in-B.C. Campaign

MANUFACTURERS of British Columbia have launched a big campaign for the increased use of "Made-in-B.C." products among the residents of the Province. A large fund is being raised for the purposes of the project; offices are being opened and a manager appointed acting under the advisement of a committee of business men.

Confronted by a period of business depression, and with thousands of unemployed seeking work in Vancouver and the other cities, the manufacturers decided that instead of following the trend of the times by reducing production, they would endeavor to increase the output of their respective industries. In order to do this the possible and probable markets were closely scrutinized, and it was determined that before trying to enter competitive foreign fields, the home market should be captured, so like charity they began at home.

The movement was initiated recently at a large dinner held under the auspices of the manufacturers bureau of the Board of Trade. It was largely attended and of a most enthusiastic character. So satisfied were those who attended the gathering that no time should be lost in starting the campaign that $6,000 was subscribed at the time to cover the preliminary expenses of organization. It is anticipated by the members of the committee that at least $72,000 will be necessary to make the success of the enterprise that is desired, and this sum they expect to raise without much difficulty.

The campaign is in reality wider in its scope than purely sectional movements of the kind usually are, for, as expressed by Mr. J. B. Thomson, chairman of the B.C. Division of the Canadian Manufacturers Association, who is one of the most active workers on the committee, the first endeavor will be to increase the sale of British Columbia made goods, and if these are not available to have the purchaser ask for those of Canadian manufacture, to be followed by a demand for the products of the Empire before considering imported commodities. This fostering of trade within the Empire was met with hearty and enthusiastic support.

The chairman of the committee, Mr. Frank Parsons, in outlining the proposals of the committee responsible for organizing the dinner-meeting, said that the programme would consist of extensive newspaper advertising, bill board appeals, educational work in the schools; by organizing "Made-in-B.C. Days" and "Made-in-B.C. Weeks," and by addresses delivered at luncheons and gatherings of clubs and semi-public bodies.

Not only are the manufacturers intent on increasing their daily sales, but they are anxious to improve, if possible, the quality of the goods they produce. In many lines the products of British Columbia far excel those imported into the province from foreign countries and for which there is a larger demand at a higher price. This situation is due to the reputation gained for the imported articles through extensive advertising campaigns. In this connection there is a growing desire on the part of manufacturers throughout the West to see the establishment of Canadian magazines of a high literary standard which will compare favorably with publications brought into the Dominion for the entertainment of the reading public.

The work of efficiently organizing and conducting a campaign of the proportions planned by the committee is a large task, but those behind the movement believe that they will be successful in their endeavors, and that once the idea takes hold of the public mind it will carry on indefinitely to the advantage of the province and Dominion.

The co-operation of labor will be sought, as will also the assistance of the retailers and their clerks. Labor has already shown a disposition to encourage the use of goods of local manufacture, realizing that the steady employment of the worker depends largely on the market for the commodity that he aids to produce.

The farming communities and agrarian organizations will also be invited to assist in the campaign. The agriculturist is vitally interested in the success of the movement, for the sale of his crops is made easier by the size of the industrial centres of the country and the demand for fruits, vegetables and grains which have passed through different processes of canning and milling.

Not only will those responsible for the conduct of the campaign seek co-operation from other classes of the community, but they plan a thorough review of the purchasing possibilities of themselves as a class. Every manufacturer in the province, and there are more than 1,000 in addition to those engaged in the lumbering and mining industries, will be provided with a list of the products of the other fellow's plant, and they will be impressed with the necessity of making use, wherever practicable, in the manufacture of their own wares, of "Made-in-B.C." goods.

There have been "Made-in-B.C." campaigns in the past, but they failed to accomplish the objective it was intended that they should attain. There were reasons, which need not be reviewed at this time, why success did not meet these efforts. Suffice it is to say that the mistakes made then will not, in all likelihood, be repeated in this campaign. The Vancouver Board of Trade, through the manufacturing bureau, is behind the movement, and when the Associated Boards of Trade of British Columbia meet in Vancouver in February, it is planned by the educational committee of the "Made-in-B.C." organization to take the delegates from all parts of the province on specially conducted tours through the manufacturing plants of the city, and to secure the support of the delegates to the objects of the campaign.

Our Annual Review of Industrial Conditions in Canada

FOLLOWING the plan adopted last year, we have gathered together in the following pages the views of a large number of Canadian manufacturers on current conditions in the manufacturing industries of the Dominion. These have been grouped together under the heads of the principal lines of industry, and will be found in their entirety to give a very fair idea of what conditions were like during 1920, together with the opinions of manufacturers as to the outlook for 1921. Owing to the uncertainties which developed during the latter half of 1920, the importance of this symposium is all the more apparent, and we trust that manufacturers generally will derive renewed confidence from the optimistic note that is sounded in the majority of cases.

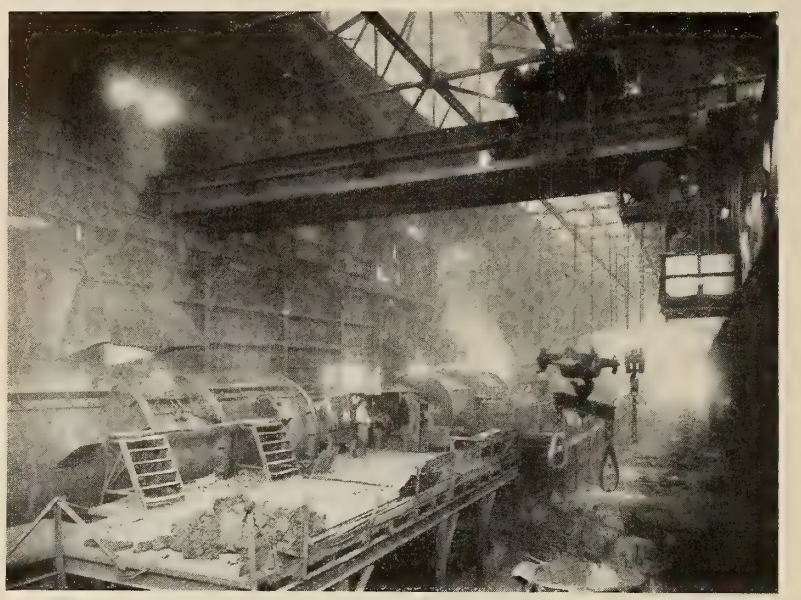
It will be found that the conditions experienced during 1920 were practically uniform in most industries. That is to say, the activity developed during 1919 extended well into the past year. This was accompanied by a scarcity of raw materials and labor, with their attendant difficulties in the matter of slow deliveries and delayed production. As the months passed, however, and the second half of the year was entered upon, conditions began to change quite rapidly. Consumer buying fell off and, as it declined, the whole fabric of business became affected. Manufacturing industry felt it in a general loosening up of the raw material market and in a much improved labor supply. It also felt it in curtailed buying, which in many cases caused a reduction in operations that has greatly slowed down production.

With here and there a more pessimistic expression of opinion given voice to, the general view seems to be that by spring there should be a return to normal buying. It is contended that the recent epidemic of "no buying" will soon disappear; that it cannot possibly last. This will set the wheels turning once more and gradually build up business on the solid groundwork of genuine demand. It is pointed out by several contributors that stocks of goods are really low in a great many lines, and that they must soon be replenished. Further, the removal of the luxury tax, which was complained of by many, should have a beneficial effect in all departments of business.

There are many grounds for optimism indicated in the pages that follow and, if readers would only saturate their minds with these reasons, the influence thus exerted would have a most beneficial effect. Getting the right viewpoint is a great help towards a sensible handling of the situation.

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THE METAL INDUSTRIES

Revival by Spring

By Robert Hobson

President, Steel Co. of Canada, Limited, Hamilton.

DURING the year 1920 we have had no difficulty, as a rule, in obtaining the necessary raw materials in connection with the manufacture of steel, with the exception of coal. Coal, during the year up to about 1st November, was very difficult to secure by reason of the reduced production in the early part of the year and through inability of the railway companies to supply sufficient cars.

We have had more or less difficulty with labor this year. For a number of weeks, our engineers, firemen and water tenders were out on strike at our Hamilton works and at Montreal our rolling mills were shut down for over two months. Common labor was difficult to secure. At the present time more men are offering than we can take on. This particularly applies to mechanics and semi-skilled labor.

Up to now we have had a good market for all materials that we could produce, but there has been a falling off during November and December. Prices advanced during the early part of the year by reason of the great demand for materials and to the increased cost of production by reason of the high wages paid and to the general advance in the price of raw materials, particularly in the matter of coal. The process of deflation is going on, but it has not yet been completed. The deflation which is under way in all commodities—food, clothing, etc.—will of course have a bearing on the cost of manufacture.

Our export business during 1920 up to a few weeks ago, was very satisfactory, but owing to the foreign money market and exchange this business has dropped off very materially.

If labor becomes settled, particularly in the building trades, I look for a good revival of business in the spring of 1921, but if labor leaders still continue to stir up strife between the employees and employers, it will certainly cause the revival of business to be postponed.

Increased Demand in 1921

By W. C. Franz

President Algoma Steel Corporation, Limited, Sault Ste. Marie.

WE have experienced great difficulty in securing our coal supply during the past year, but now have sufficient in stockpile to run us through until the opening of navigation, 1921, and from present indications more reasonable prices for coal may be expected next year. We also have sufficient ore to operate to capacity until the opening of navigation next year, and do not anticipate any particular reduction in the price of ore, as there has been no speculation, the advances in price during the past two years only covering the increased cost of production and transportation.

We have not met with any labor difficulty, and have found a sufficient supply of both skilled and unskilled labor. We are also pleased to say that while labor efficiency is not yet what it should be, there has been a marked improvement.

The last quarter of this year is showing a particularly dull market in both iron and steel, but everything indicates an increased demand during the first quarter of 1921.

It is most difficult to predict price movements in finished products for the coming year, but it seems certain that some iron and steel products will be reduced and others increased, as the present price relation between pig iron and finished steel must necessarily be adjusted.

We do very little export business, principally on account of our location, and, as a rule, we find customers in Canada requiring our entire output.

We can see no reason why the demand for iron and steel in Canada should not increase with the growth of the country, and we are strongly of the opinion that, with adequate protection, there is a splendid future ahead for this industry.

All Essentials of Prosperity

By T. R. Deacon

The Manitoba Bridge and Iron Works, Ltd., Winnipeg.

AS we are engaged in the iron and steel business, making a pretty wide range of goods, we were greatly hampered by the inability to secure rolled steel, sections, plates and sheets for that branch of our work, and also pig iron, and even scrap was scarce in the first half of the year. The price was very high until within the last three months. Lately there has been a lowering of price and a better supply available.

Regarding labor, in the first six months of the year there was a very great shortage; wages were very high and the natural concomitant was that it was proportionately inefficient. Matters in this respect have much improved during the last three months.

The present state of employment is still fairly good and likely to remain so for the balance of the year, but prospects after the opening of the New Year are not at all good, as new orders have fallen off to a large extent.

The state of the market for our goods during 1920 was good. Our different plants ran to capacity during the year, except that a great deal of time was lost through shortage of material or the non-arrival of material at the proper time. In fact, this accounts for our being busy to the end of the year, completing work which should have been completed earlier, but could not be on account of lack of material.

Prices during the year have remained practically stationary in our finished products. The prices for the class of work we do, railway equipment and supplies, coal and metal mining equipment, structural steel, railway highway bridges, tanks, etc., being governed entirely by the cost of labor and material, there has been no inflation at any time, and there could be no deflation except as the price of labor and material comes down. With

the exception of pig iron and sheets, there has been no substantial reduction yet and wages remain as they were.

The only exporting that we have done this year was about 400 tons of bars from our rolling mill to the Orient, and a couple of cars of switches and plates and other track material, our plant being occupied to its capacity with domestic requirements.

I am not in a position to express an opinion of value as to the outlook for 1921. There has been a big crop in the West of a good quality, but the price has fallen more than $1.00 a bushel for wheat, and there is a tendency on the part of the farmer to hold his wheat, hoping that the higher prices will return. This has a very great effect on business, and what the actual outcome will be is largely dependent on the psychological condition obtaining throughout the country, and predictions are likely to be very unreliable. We are far behind in our building requirements in the West. There is a necessity for repairs and improvements on the railways, new immigration is coming into the country, and in the normal condition of things one might assume that business would be good next year. I am inclined to believe that when there is a moderate adjustment of extremely high prices of material and labor, that, after a short period of rather quiet trade, business will be resumed in considerable volume on a safer and more normal basis than has obtained during the past two years. We have all the essentials in Canada to produce prosperity and comfort, and what is wanted to set us on the way to safe progress again is simply sanity and steadiness during the next few months.

A Hopeful Report

By H. J. Waddie

The Canadian Drawn Steel Co., Ltd., Hamilton.

DURING the past year we have found business very steady in our lines, and the demand has quite met our expectations. The supply of raw material during the first three-quarters of the year was very poor, but has improved latterly, but prices are not likely to be changed.

Wages have been advanced considerably, but in many cases the efficiency of the labor offering has been poor. We are employing the usual number of men, and find labor more plentiful during the past month or two. The prices in finished products are not likely to be reduced until some change takes place in the labor situation.

We do not believe that the export field will be developed until the home market has been caught up with.

We think that the outlook for 1921 is very good. The value of crops will tend to inspire confidence, and the construction work which was suspended during the period of the war, is now beginning to show itself.

Another feature is that money accumulated in the country and which in many instances was employed in taking up Victory and other loans, will now be available for development of manufacturing and general construction.

Look for Good Year

By G. F. Allan

Hoyt Metal Company, Toronto.

NINETEEN-TWENTY has been a very prosperous year for the Hoyt Metal Company. The last few months have necessarily shown quite a falling off and the market values of raw materials we purchase have declined practically to pre-war basis. As far as the deflation of metal values are concerned, all raw material used in our business, such as tin, lead, antimony and copper, are down to pre-war prices, probably with the exception of pig lead, which is only slightly above pre-war values.

We look for a very prosperous year for 1921, due to the fact that purchasing has only been done in the past year of immediate necessities, and bare necessities at that.

Should Take Losses

By John B. Goff

Dart Union Co., Limited, Toronto.

THE supply of materials has been ample with price tendencies downward. Labor has been in fairly good supply and generally efficient for our work with a fair wage. The market for our goods during 1920 has been excellent and price movements in finished products generally steady.

From the general trend, we would say the outlook was unpleasant. If manufacturers and distributors would base their price on present-day markets and in the proportion that they did in the past five or six years and be willing to accept their loss as gladly as they took their extra profits from stock on hand, it would seem as though it should help to arouse confidence. Then, too, it seems as though all parties concerned should endeavor to build up a little surplus of finished products in expectation of the time when there will probably be the heaviest demand we have ever had.

Running Full Capacity

By C. A. Collins

Canadian Furnace Co., Limited, Port Colborne.

WE have practically no pig iron in stock, nor do we believe that stocks in hands of customers are large. The price of our raw material is unchanged, except fuel, which has declined considerably. We will not feel the benefit of this decline until February or March, as our present contracts will supply all the fuel we can use until that date.

The supply of labor is ample; its efficiency good and wages are unchanged. They advanced in February of this year and are still at the high point. We are running our plant to full capacity and employing all of our men. We understand that in many localities iron and steel operations have been wholly or partially suspended, so that our situation is perhaps not representative.

The market for pig iron was good during 1920, we having operated our plant to full capacity, except for a period of about six weeks, when we were idle for repairs. During the early part of the year prices for pig iron advanced and have remained at a relatively high level until the present time. We expect to put into effect a reduced schedule in the very near future, probably December.

We do not know whether the process of deflation has been completed or not. In a general way we would be of the opinion that it had not, particularly on fuel and labor. We do not, however, look for a return to pre-war prices or wages. Certainly our own costs will not approximate the pre-war period, even if labor and materials should reach that point, on account of the tremendous advance in freight rates, which has greatly increased our cost of assembling materials and reaching our market.

We have absolutely nothing to gauge conditions for 1921. We believe, however, that basic conditions are good. The demand for iron and steel should be heavy in general lines, particularly for building, railroad material, agricultural implements, etc. There are, so far as we know, no surplus stocks of consequence in the iron and steel line, and it is not our purpose, nor that of any of our acquaintances, to continue to manufacture beyond the current needs of our trade. Under these conditions we do not look forward to a long period of idleness.

Employing Usual Staff

By C. H. Waterous

The Waterous Engine Works Co., Limited, Brantford.

MANUFACTURING industry is at present going through a period of change, in fact, practically everything in the shape of business is going through a transition period, and it will no doubt be a considerable time before we will get back again to what might be called "normal business."

I am rather under the impression that business is now so well in hand and controlled, as compared to what it was formerly, that the same upheaval will not take place in this period of change as was the case after former wars and former great disturbances.

The supply of raw materials is increasing; prices in many lines are decreasing. These decreases are properly, and for the good of the country, coming slowly.

The supply of labor is in greater proportion, and there is no doubt but what labor is more efficient. Wages in most lines have not been decreased. Until the cost of living comes down, it is better

that this should be the case. In our own line we are giving employment to our usual number of men, and hope to be able to continue this, at least during the winter.

During 1920 the market for most of our lines of manufacture was fairly good, and normal. In regard to prices of finished products, these are gradually tending downward. Deflation has certainly not been completed by any means. While we will never likely get back to the old price conditions, still there will no doubt be a very considerable change downwards before we get on to level ground again.

So far as our own conditions are concerned, export business has been comparatively small. The difficulties of transportation and exchange have probably, to some extent, been the cause of this.

With reference to the trade of 1921, this is a pretty hard question to answer. I believe about the only thing to do is to be as optimistic as possible, and meet conditions as they come. If people refuse to buy waiting for reduced prices, trade will undoubtedly be slack. On the other hand, if people become satisfied that prices are fairly normal, and they are not going to make anything or much by holding off needed improvements and requirements, business will probably be pretty fair. I do not feel that I am sufficient of a prophet to say with any definiteness what 1921 might bring us.

Will Increase Efforts

By C. A. Meadows

The Geo. B. Meadows, Toronto, Wire, Iron and Brass Works Co., Limited.

OUR raw material is arriving freely now and the price is down to about the base of March, 1919. There is a better supply of both skilled and unskilled labor at the present time, and we notice a marked increase in the efforts of most of our people. It is not our intention to reduce wages until forced by conditions to do so; rather, we have eliminated those of our staff who did not fit in and are improving constantly our conditions of production. I do not believe that any of the companies in our industry have yet had to lay off any of their regular staffs.

The market during 1920 for our products was good, but we were not able to take full advantage of the orders offering on account of the impossibility of obtaining sheet steel. We have made recessions in price of almost all of our lines. I do not believe the process of deflation has been completed yet, but I do believe that after the low point has been reached and has been in existence for a period, the length of which will depend entirely upon conditions, that there will have to be another period of inflation to care for the necessary expenditures for housing and so on.

Our developments in the export field has been absolutely deterred by the raw material situation.

Our policy for 1921 will be to increase our advertising and sales programme for this year. We will reach every possible source for business and on our own energy alone do we count for increasing our business. From present indications would reflect a very good year for us next year. We have been promised an extension of our banking facilities if we wish it; the commencement of operations at The Baldwin Steel Corporation will insure a steady supply of sheet steel and, as we have never had any labor troubles in our history, we do not look for any in the coming year.

Bottom Soon Reached

By B. W. Vallat

Dominion Forge & Stamping Co., Limited, Walkerville.

THE price trend on raw materials is down. Labor is plentiful with higher efficiency. Wages remain about the same as they have throughout the year. At present (Dec. 7) we are employing about 40 per cent. of our full force.

Our market was good up to the month of October when the demand fell off sharply. Prices on finished products are lower. We do not believe, however, that the process of deflation has been completed. While we are making a strong effort to keep up wages in this district, there is no question but what they will eventually have to come down in order to meet competition and lower prices for the finished product.

There is nothing definite in the outlook for 1921. As we look at it, it is all a guess at this time. If only from the fact, however, that the process of deflation and shrinking of values has been in progress for several months, it would seem that the bottom would soon have to be reached, so that, if there is any business at all, it should be on the side of improvement.

Revival in the Spring

By A. S. Capwell

The Canadian Blower and Forge Co., Ltd., Kitchener.

WE find that it is much easier at the present time to obtain supplies of all raw materials than it has been for many months past. As far as prices are concerned, however, there has been no appreciable reduction in the price of raw materials which we are using, although there have been slight reductions in the price of steel sheets, and shipments are now coming forward on orders which we have had placed for six or eight months.

Labor of all kinds can be had in sufficient quantity, and we find that the changed situation results in a tendency to give a full day's work for a full day's pay, more so than during any time within the past two or three years.

As far as our own shop is concerned we have been extremely busy, and expect to be for some time to come, although there is a dropping off in orders which we are receiving for our blacksmith's line of tools. The volume of business during the past year has been all that we could ask for, and we have been especially gratified with the developments of our foreign business, as export orders have been coming in freely, although the present situation with the banks refusing to accept foreign bills of exchange has held up shipments temporarily of a great many orders which we have on hand.

We do not anticipate any price reductions in our line for several months to come unless conditions materially change. We think, however, that a downward movement in prices is bound to result in a short time, which we hope will stimulate business for the coming year. As our heating and ventilating line enters largely into the construction of new buildings it is difficult at this time to predict what the situation will be, as there are a great many large construction jobs which are held up until prices in the building line reach a lower level. We are, however, optimistic as to the future and do not look for any serious slump in business, but anticipate a revival in early spring.

Running Overtime

By O. C. Sylvester

Canadian Mathews Gravity Carrier Co., Ltd., Port Hope.

WE have had little trouble in obtaining a supply of raw materials so far as domestic production is concerned. Where we were obliged to import goods not manufactured in Canada, it has been necessary to place orders for some six months' delivery ahead of our requirements.

We have had no trouble in obtaining efficient labor, but of course we have paid just about double the usual prices. Our orders have been sufficiently large, so that we have a full force and are running overtime, that is to say, ten hours instead of eight, as we did a year ago.

The market for our goods has been all that we could desire up to this time (Dec. 2), but we anticipate some falling off during December. Prices have been stationary with us the past year, our 1919 prices being still in force. Deflation with us depends upon steel prices, also labor. We look for some lowering of both in the next sixty days, but there has been but slight relief in this the past year.

We are quite optimistic for trade the coming year, and it is our belief that orders will be quite plentiful after a short period of depression that usually takes place during December and January. Any country that is rich in re-

sources as ours and whose inhabitants consist of industrious, level-headed and law-abiding people will have prosperity, as it is the natural product of these conditions.

Labor Cost High

By F. E. Leonard

F. Leonard & Sons, Limited, London.

OUR supply of raw material comes from the United States (boiler plates, boiler tubes, coke and coal). The two first mentioned are not made in Canada, ship plates only being rolled in Nova Scotia. We do not think that the prices for these articles as set by the United States Steel Corporation unduly high consider present conditions of labor and cost of raw material. The delay in delivering, however, during the whole year, has been most exasperating to our customers and to ourselves. The same applies to all the smaller parts that go toward the manufacture of steam boilers. The supply of material and the shortage of help since the war, 1919-1920, has made manufacturing in our line drag and is very disappointing.

We had to increase our wages during the year, which we thought uncalled for, but it was necessary to hold our trade and workmen. The efficiency of the average workman for the last five years has been less each year as the wages increased. Even the honest and straightforward workman has not produced what he did formerly. Supply of employees has been very short. The following figures will give a comparison in wages, labor cost, and relative efficiency of our employees between the two years, 1912 and 1919:

	1912	1919
Average hourly rate per man	19.9c.	60c.
Average labor cost per pound of boilers, etc.	1.021c.	3.822c.

Ratio wages.. $\frac{1919}{1912} = \frac{60}{19.9} = 3.02$

Ratio cost per pound .... $\frac{1919}{1912} = \frac{3.822}{1.021} = 3.72$

Decrease in efficiency of employees .... $\frac{.75}{3.02} = 24.1\%$ less.

The supply of both skilled and unskilled labor is greater at the present moment than our requirements.

The outlook for 1921 business in our line is one of uncertainty now that the cost of material and labor are falling. Once the purchasing public see this, they will put off purchasing until the last moment. We would do this ourselves. This is one side of the situation. On the other hand we have been blessed with the most abundant harvest, at the highest prices ever known, which will bring millions of money into Canada. There is every reason to think that we will have at least a good average crop for 1921, with thousands of people in Europe to be fed. Canadians have every reason to be optimistic. In fact you cannot keep Canada from progressing with its natural resources undeveloped. The country would stand two years of hard times and recover itself in the third year in our opinion. We all have a goodly heritage. Let us then face the New Year of 1921 hopefully.

Full of Confidence

By M. R. Meldrum

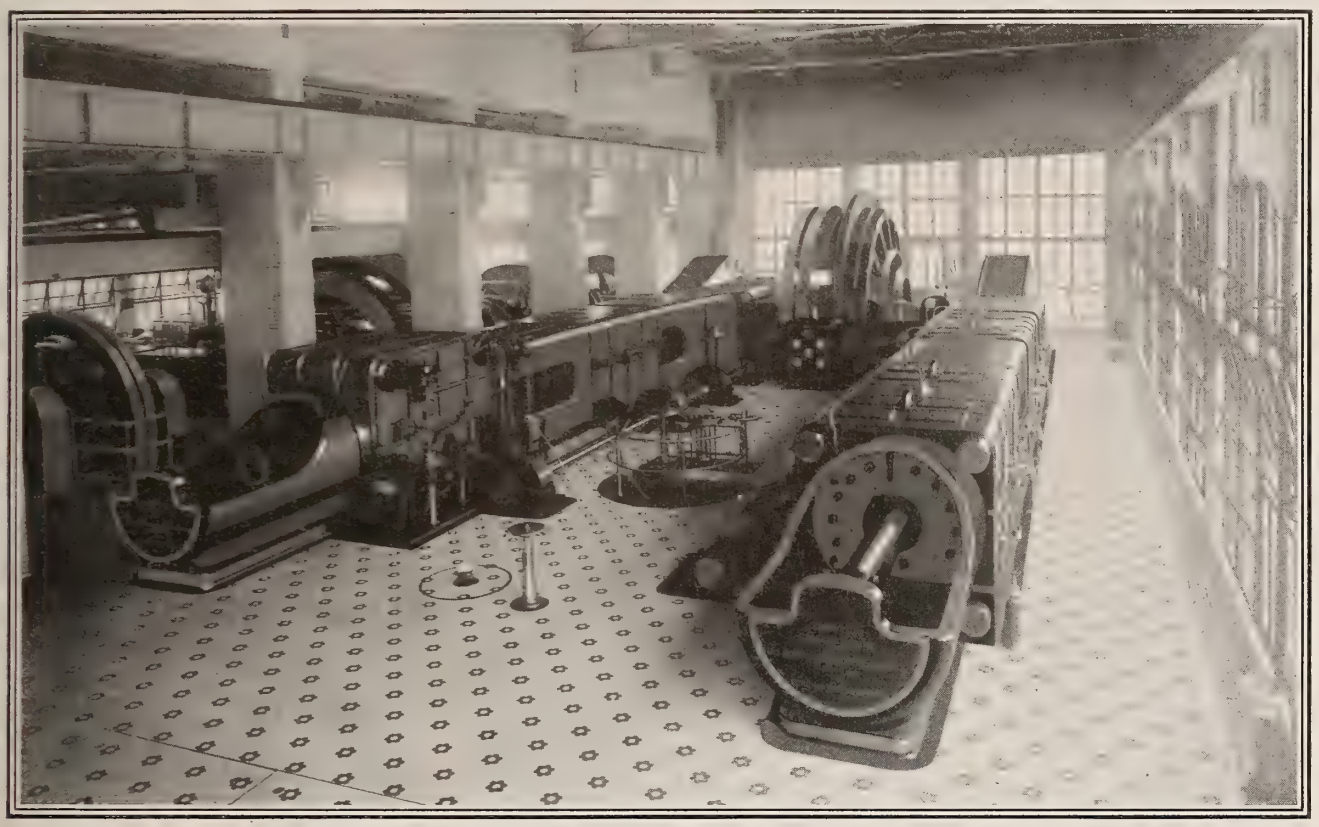
The Herbert Morris Crane & Hoist Co., Limited, Niagara Falls.

WE find that our supplies are coming along much quicker and with less urging on our part, but there is not much tendency for prices of materials to be reduced. Unless wages come down there does not seem to be much reason why the cost of material should diminish.

During the last few months we have found the labor market considerably easier, and we have therefore been able to increase the number of efficient workers in our plant, but wages remain about stationary. We have not reduced our working force in any way; in fact we have increased it somewhat by filling up gaps as suitable men present themselves.

The prospects for business are good, and we hope to continue at full pressure throughout the winter. In regard to the so-called process of deflation we have not much to say. We are aware that there has been considerable talk among bankers on this subject, but in our opinion it is rather related to the subject of the fourth dimension and we certainly have had no experience which appears to have any bearing upon it.

In regard to the year 1921, we are full of confidence. Canada has emerged from the great war with a burden relatively smaller than that of any other country



A Modern Power Installation

Scene in Power Plant of Ford Motor Co. of Canada, Limited

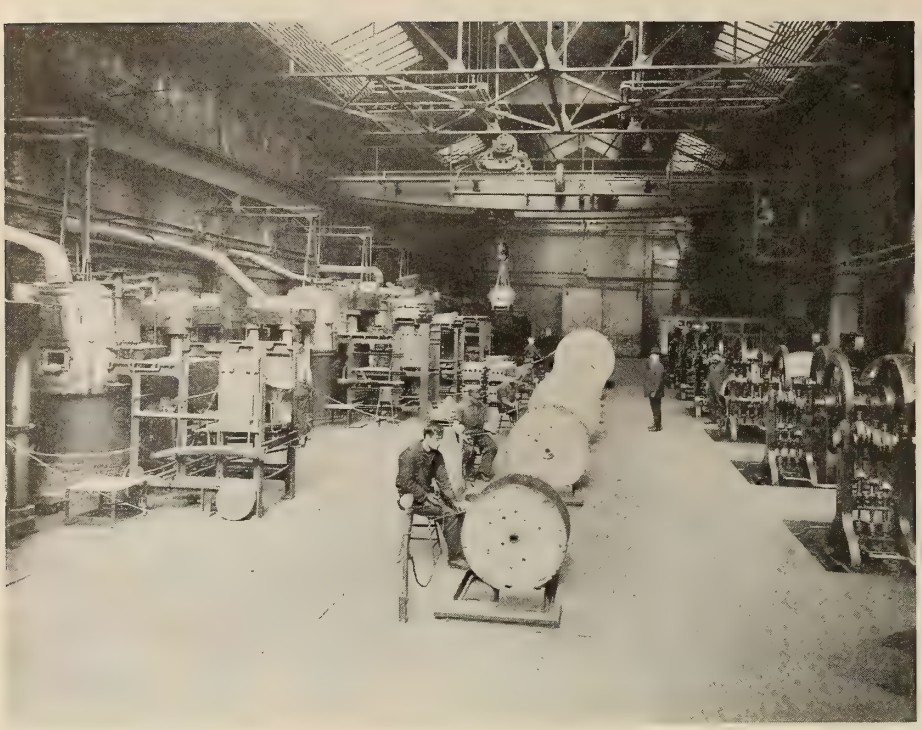


Photo by courtesy Northern Electric Co.

Lead Press Department in Electrical Works

Here lead-covered cables are being sheathed with lead

with the possible exception of the United States. The undeveloped resources of Canada are such that in due time the national debt should be distributed over a large population. Already the tendency of producers to come to this country is clearly evident. With the increase of population both in the agricultural and industrial field, what looks to-day like a large debt will be steadily diminishing in relation to productive capacity. We can see no reason for pessimism and feel sure that our confidence is reflected in the minds of manufacturers all over the Dominion.

Foundation for Prosperity

By Wm. R. Yendall

Richards-Wilcox Canadian Co., Limited, London.

NOTHING stands in the way of making 1921 a year of excellent business except the possible refusal of manufacturers, jobbers or dealers to accept the new basis of prices. If we can all agree that it is to our common interest and to the national interest to accomplish the readjustment at the earliest possible date, and are willing to take the shortest path to that objective, the readjustment of prices can be accomplished within a very few weeks without hurting any legitimate interest seriously.

We think this will be done, and inasmuch as there still exists in the country and throughout the world a very large, unsatisfied demand for commodities of all kinds, we look for a good trade in 1921. Credit conditions are very much sounder than they were a year ago, labor is much more efficient, the men who were drawn away from the farms during the war to make munitions are getting back on the land, economy is taking the place of waste. These things all constitute the best possible foundation for prosperity of all classes.

Decline to be Gradual

By George A. True

Northern Crane Works, Ltd., Walkerville.

PRICE trends in raw materials are somewhat downward but not so much as current reports would indicate. Wages are about stationary with labor supply better and efficiency higher. We estimate present employment (Dec. 1) at about 65 to 70 per cent.

We note a slight falling off in the demand for our products. Prices are about stationary with some signs of decline. We do not expect the decline to be sudden or extensive, but in our opinion it will spread over a long period. The export field is not as promising as a year ago owing to unsettled conditions abroad and the exchange situation.

We look for a few months of comparative quiet, then, if there are not disturbing conditions abroad, we expect a fairly sudden revival of business. Many firms have accumulated funds but are afraid to use them at present. We think as soon as they realize that prices will not decline extensively except over a long period of time, they will conclude to invest. Unfortunately foreign conditions are to be reckoned with and they are uncertain. We believe this is a good time to prepare for future investments in plants and equipment, get the plans made and secure preliminary estimates with a view to act promptly as soon as the revival comes, as we believe it will undoubtedly come within the coming year.

Manufacturing Stock

By F. Smith

The E. Long Manufacturing Co., Limited, Orillia.

THE raw material situation is improving almost every day. Special sizes are now being placed on the market which were almost impossible to secure one year ago. Prices are slightly reduced and, while on some particular sizes or some particular kinds of raw material, such as sheets, the price has been greatly reduced, the average reduction in price has been small, but the real advantage is that we can now secure this material.

Labor supply has been a big question in the last twelve to eighteen months. The supply was short of all classes of men but more especially mechanics; efficiency was low and wages were high. We are pleased to advise that we can now secure all the mechanics or common labor which we require at a reduction of 10 per cent. of what we could hire these men for two or three months ago; in fact we have just placed a cut of approximately 8 to 10 per cent. in our factory.

We have not laid off any men on account of not having work for them to do. We are running at the present time on about 50 per cent. stock and 50 per cent. orders, and intend to continue to do so. We think if the manufacturers had a little more confidence in the future and would take a little chance, that conditions would not be as bad as they are to-day. It seems that if the manufacturer has not got orders to-day he will immediately lay off his men, thinking that if he builds in stock it will be necessary for him to take pre-war prices. This, in our mind, is impossible, and we are at least satisfied to build a certain amount of material in stock.

We do not expect to have the market in 1921 that we have had in 1920. The market was extremely good. Price movements in finished products for the year 1920 were always upward not downward; that is, till the last sixty days.

We have confidence that the situation will improve by March 1st, and especially not later than April 1st; in fact we believe that it will be improved to a great extent by Feb. 1st. We have every confidence that business will be good in nearly all lines in the Dominion of Canada after April 1st. There is very little raw material of any kind. Our country is wealthy. We require the finished article of almost every kind. Our business is not of a speculative nature. The gloom that is now passing over the country in a business way we think is greatly exaggerated and, if our manufacturers and

business men would have more confidence, the gloom would not appear as serious as it is to-day. We ourselves are prepared to make a certain amount of stock, and while we expect it will be necessary to sell this stock for 10 or 15 per cent. less than the price prevailing to-day we consider it is better for us, it is better for the workmen and is better for the country at large, to manufacture this stock and, if our neighbors did the same, conditions in our country would be much better.

Country not Overstocked

By W. A. Laidlaw

Laidlaw Bale-Tie Co., Limited, Hamilton

WITH regard to business conditions and outlook for the future, we believe it looks very good for the Canadian manufacturer and business man. There is one thing we must bear in mind, however, and that is that we must apply ourselves more efficiently than we have been doing during the last few years if we expect to compete with European labor, whose average pay is considerably less than half what American labor is now getting. We must produce more per man than the European. We believe it will be some time before the Europeans will be able to take care of their own requirements.

In our particular line, this period of comparative quietness has allowed us to catch up with back orders, though we admit that we are not running as full as usual, having dropped down about 10 to 15 per cent. While we have not reduced our wages we are getting more efficient service from our help and in this way have reduced our cost considerably.

During the comparatively quiet times through which we are now passing, we believe that most people are being very conservative, keeping their inventories down, buying practically only necessities and immediate requirements. Manufacturers and producers have generally kept their production down to approximate sales. This means that the country is not overstocked with goods. There appears to be plenty of money available, and the time will soon come when the buying will start again. There have been instances of exorbitant prices, though taking iron and steel as a barometer we do not believe that generally speaking they have been unduly high, especially compared with the high wages and freight which are now being paid. Until there is a surplus stock throughout the country, there is hardly likely to be any great reduction made for the next year or so at least.

While the manufacture of iron and steel has increased considerably during the last five years, we do not believe that it has increased anything like in proportion to the requirements for this class of material, taking into consideration the many uses for which iron and steel is now used.

Optimism from the Pacific Coast

By J. R. DUNCAN

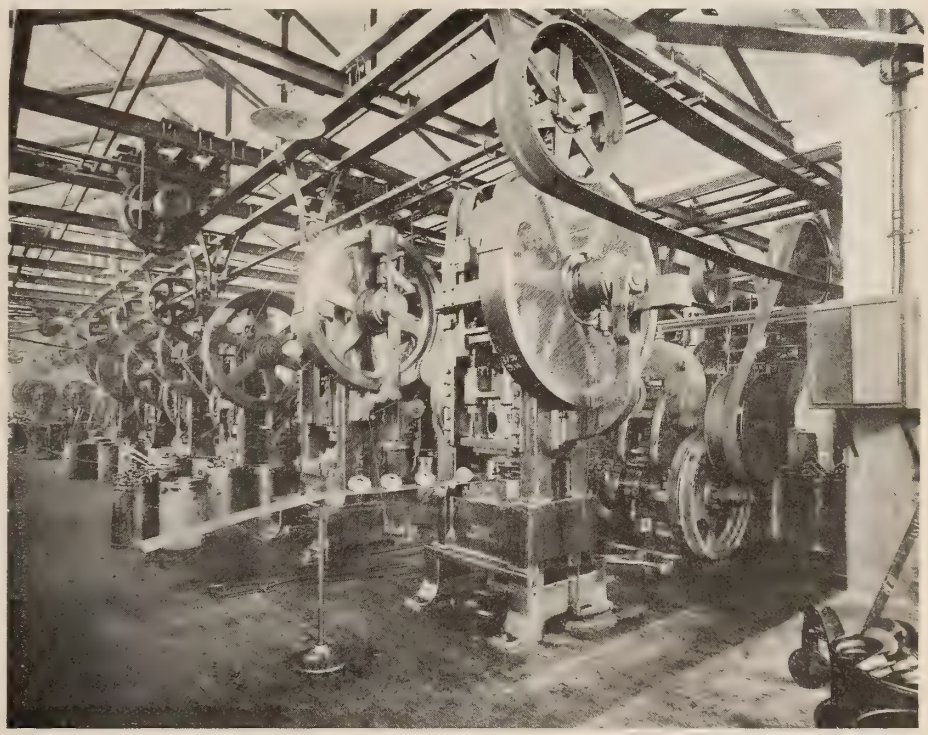
Vulcan Iron Works, Limited, Vancouver

BRITISH COLUMBIA, like all other countries, is going through a period of adjustment. This had to be expected sooner or later, and the surprising thing is that the slowing down process did not come sooner. I feel that we have had too much Government control and the deferring of the evil day, so to speak, has made matters so much worse. I am not a pessimist, however, and believe that everything will work out for Canada's good, so rich in natural resources is the country and comparatively more highly developed mechanically than ever it was. We should take the advice of our bankers and men who have travelled in other countries in Canada's interests, and who genuinely believe in Canada's possibilities. This means aggressive missionary work to increase our export business, and the putting of our own raw materials into the finished product at the point of supply of the said raw material, making Canada's resources productive in labor and wealth from start to finish.

Canada is financially sound, and after travelling through Europe within the last three months, I feel that we, as a nation, have much to be grateful for. Let our optimism be that of working and watching. Delivery of materials is satisfactory and prices are gradually declining to a stage that should interest purchasers. Labor is efficient and anxious to do its part. Wages can only decline with the cost of living; volume being low we are just maintaining a nominal crew. The outlook for 1921 is satisfactory and the slightest revival would mean a gratifying state of affairs for us. The stabilizing of the lumber and pulp industries would improve our position. Prices on the finished products are declining. Deflation, to my mind, is not complete and only the pressure of natural laws will bring this about. We have made valuable connections in the Orient and our outlook, from an export standpoint, is decidedly interesting.

Speaking generally, the outlook for 1921 is by no means worse than it has been on many occasions before the war had shaken the whole fabric of business. The European situation is gradually improving. The people of the United States have elected their Government. People have not been purchasing and they must resume at an early date, which must necessarily mean work. Work means wages; fair wages mean contentment.

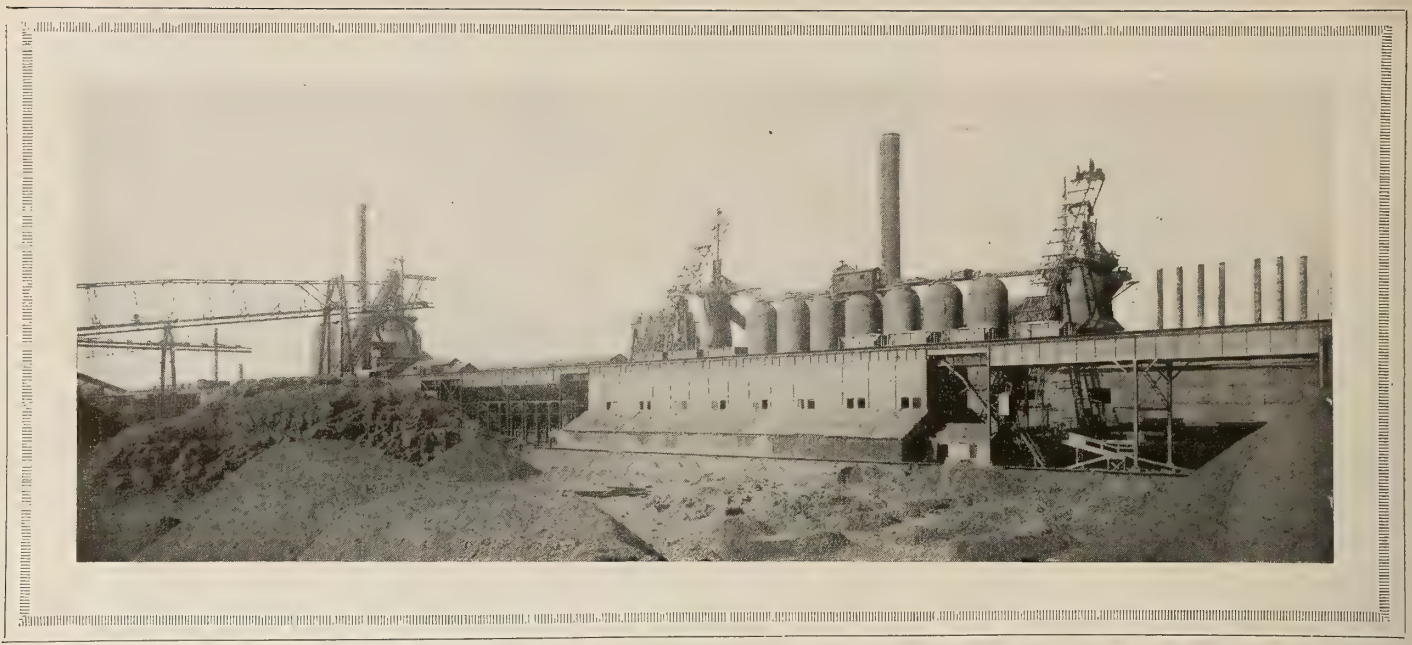
Speaking specifically of British Columbia, both the Dominion and Provincial Governments have many important works to go on with, works which will become an asset not only to this Province but to the Dominion, so I say, "Here's to 1921."



—Photo courtesy Ford Motor Co.

A Battery of Punch Presses

Scene in an automobile manufacturing plant



Blast Furnaces Nos. 1, 2 and 3 of the Algoma Steel Corporation

General Conditions in Iron and Steel Industry

By A. WHYTE

Vice-President, Canadian Car & Foundry Co., Limited, Montreal

UNTIL a few months ago, manufacturers in Canada experienced great difficulty in obtaining raw materials. At the date of this memorandum, however, this condition has completely changed and prompt deliveries can now be obtained; in fact the majority of producers of raw materials have considerably curtailed their output. Trend of prices has been downward and on some items there have been very substantial reductions, although the important reductions have not been in respect to essential items.

During the early part of 1920, the supply of labor was not in all cases sufficient to meet the demand, but during the middle and latter part of the year no difficulty was experienced in securing a satisfactory supply of labor and the available supply is now considerably in excess of the demand in so far as our particular trade is concerned. Efficiency has increased during 1920 to a marked degree. During the early part of the year while labor was scarce, there were indications of an energetic endeavor on the part of labor organizations to diminish output and increase rates. During the latter part of the year conditions improved and we now think that all classes of labor realize that the peak has been reached in the matter of rates and that there is necessity for a greater output and more efficiency to justify the rates now in force. During 1920 our labor rates were advanced about 10 per cent. over rates governing during 1919.

At the present time we are working what might be considered a normal force at practically all our plants, and this condition, we expect, will govern until the early part of 1921, when it will probably be necessary to make a very considerable reduction in the number of employees in our various works.

During 1920, there was an energetic demand for all iron and steel products and in our particular line of trade a large volume of business was booked, but owing to the labor troubles in the American steel trade, which, together with railroad embargoes and shortage of freight equipment, resulted in serious congestion of all steel mills, the manufacturers of iron and steel products in Canada were unable to turn out a large part of orders booked, so that a considerable volume of business will be carried forward into next year.

Price movements in finished products advanced materially during the year owing to the increased cost of material and labor.

In so far as our particular trade is concerned, very little progress has been made toward deflation. The prices of essential raw materials remain practically unaltered, while labor rates are still at the peak, and so long as these conditions remain, there can be no reduction in the selling price of our commodities. Steel is the most essential raw material in our line of business and the prices established by the United States Steel Corporation have not been changed, the only deflation being in respect to those premium prices established by the independent steel companies during 1920, but now removed in view of the curtailment of their output.

Buyers are undoubtedly holding off with a view to getting lower prices in the new year, but it is very difficult to say just how far prices will decline in view of the fact that there must be a large supply of high-priced materials in the hands of various manufacturers the premium on which will have to be absorbed by the manufacturer or the buyer.

Developments in the export field have not been satisfactory, the principal difficulties being the adverse exchange rates and the impossibility of granting credits to foreign nations. If the Canadian Government insists that credits cannot be established, a foreign financial corporation should be organized, having as its stockholders the leading manufacturing concerns of Canada, with the object of developing export business and the creation of longer credits than can be granted by independent concerns. The possibility of such an organization will have to be considered in conjunction with the exchange question as the latter is a serious handicap to Canadian manufacturers when attempting to obtain business either in Europe, the British Colonies, or other countries where the Canadian dollar is at a premium.

We think there is no reason why 1921 should not be a prosperous year for Canada. The prospect of increased immigration is particularly bright and this should result in increased production in those commodities which Canada can profitably export in competition with other countries. Labor conditions should be more satisfactory than in 1920, and a decrease in the price of raw materials should undoubtedly result in the placing of a lot of business which is being held up at the present time. So far as the iron and steel trades are concerned the future is encouraging in view of the admitted shortage of equipment of all kinds on the Canadian railways. Finan-

cial conditions may delay the placing of orders for a time, but it is felt that within the next two or three months, these obstacles will be removed.

Steady Demand During Year

By G. E. Newill

Robb Engineering Works, Limited, Amherst.

LABOR has advanced in all departments during the past year to the extent of approximately 15 per cent. We are working eight hours per day, and forty-eight hours per week. We experienced a serious strike in the foundry department in June lasting some six weeks, due to a demand on the part of the moulders and coremakers for higher wages. An agreement was finally reached by compromise.

We have recently introduced a premium system in our machine shop and foundry with marked success and which has resulted, in many cases, in an extraordinarily increased production per man.

During the year we have experienced considerable difficulty in procuring early shipment of materials, including boiler plate, steel castings, bar steel, etc., but this condition is now completely reversed.

During the fall we completed and shipped two 2,500 h.p. marine engines ordered by the Halifax Shipyards, Limited, to be installed in the *Canadian Mariner*, and the *Canadian Explorer*, eight thousand three hundred and ninety ton steel cargo steamships for the Canadian Government Merchant Marine. The former has passed her official steam trials, the engines making an enviable record.

We have had a steady demand for mill engines, boilers, etc., during the year, but due to the recent depression in the lumber business our output has now been materially reduced.

The boiler shop has been fully occupied and we have turned out a large number of water tube and return tubular boilers. We have recently introduced our "Victory" water tube heating boiler, ranging in size from 20,180 h.p., which has met with most marked success, and a considerable number are already in steady operation.

Our tractor department has been fully occupied up to date and we have shipped or practically completed some one hundred and fifty machines. We find a steady and increasing demand in the Western provinces for this type of tractor. We have, however, been obliged to curtail our spring schedule pending the report of the Tariff Commission and more settled monetary conditions.

We are endeavoring to introduce further lines for manufacture, as our available plant is not yet fully occupied. We are looking forward to increased demands for our products early in the new year.

A General Review of Iron and Steel Industry

By ARCH. McCOLL

Nova Scotia Steel & Coal Co., Limited, New Glasgow

IN our business, as miners of coal and ores, and manufacturers of steel and its products, the source of our raw material is largely within our own properties; and, consequently, we are not dependent for our supplies on outside markets, and our supply of raw material is therefore in a much more stable condition than that of any other manufacturing concerns. The high wages that have prevailed during the past few years have necessarily increased the cost of our raw material, and while so far there have been no distinct reductions in wages, the general trend at the present time appears to be downward.

During the year we have had a plentiful supply of labor, and, on the whole in our manufacturing operations, the efficiency of the labor employed compares favorably with the past few years. In the early part of the year, we gave an advance to all our employees both in the collieries and the steel works. A recent advance of very large dimensions was recommended by a Royal Commission for all colliery employees, to become effective on July 1, 1920. The negotiations regarding this award are well-known to the public. A compromise of about one-half the original amount recommended by the Royal Commission was agreed upon in November by representatives of the operators and the United Mine Workers. The new agreement was, after a series of acrimonious discussions between rival union leaders, accepted by the miners by a large majority. During the greater part of the year, the efficiency of the men in coal mines has been below the average, but in the past two months there has been a very material improvement in this respect.

Employment in the colliery has been steady and active for the whole year, and in our rolling mills, forges, and car works we have been running well up to capacity. Our blast furnace and open hearth plant have been closed down since the middle of November.

We had an active market for all our products during the whole of 1920, although, for the last two months, the demand has fallen off somewhat, for finished iron and steel. The price of finished products which was somewhat low in January and February, advanced, owing to the demands of the export trade, and reached its peak in July; since that date there has been no serious drop in the prices in Canada, but the decline in the price of steel products, which has taken place in United States, has had the effect of curtailing purchases. Compared with the prices asked by the American steelmakers Canadian prices were at all times during the summer favorable to the purchaser.

It is difficult to say how far the process of deflation has been completed, the increased cost of coal and labor, which are the two large items entering into the cost of steel, are likely to continue for some time in the future. For these reasons, and especially as the price of steel products at no time reached the inflated rates of most other commodities, we feel that there will be no further considerable drop in steel prices.

During the past year, our company developed very considerable export trade in steel billets, the slackened demand in Britain caused by the coal strike has somewhat curtailed this business for the time being, but it is hoped that with the lower ocean freight rates the future may see an expansion in this business.

While at the moment buyers of all classes of steel products are holding off in anticipation of lower prices, we feel this slackening of demand will be but temporary. Under normal conditions the principal consumers of steel are the railways, bridge and structural workers, and manufacturers of machinery. For the past six years the consumption of steel in all these lines of industry has been very much below normal. As soon, therefore, as the consumer decides that prices have reached a permanent level, there is little doubt that operations that have been curtailed during the war period will again assume former dimensions. Without doubt the resources of Canada, particularly the financial resources, have increased enormously in the past decade and it simply remains for a restoration of confidence in the country's future to bring about a revival in business which once under way will, without doubt, soon reach astonishing proportions.

Fair Demand for Steel

By W. J. McKay

Dominion Iron and Steel Co., Ltd., Montreal.

AS far as the steel trade is concerned we feel that it will be the first to benefit from the credit situation when money gets easier, which is expected in the early spring.

Although the mill and warehouse stocks of some finished and unfinished steel products are now depleted and the outlook is that the mills will have sufficient heavy tonnage to tide them over operating at a fair capacity until about the second quarter of next year, we feel that there will be then quite a fair demand for the semi-finished product.

The steel situation to us looks better and brighter than any of the other trades and it is just a matter of sitting tight for another month or so.



CORE MAKING.

FARM IMPLEMENTS

General Review of Agricultural Implement Industry

By ARTHUR W. WHITE

The George White & Sons Co., Limited, London

THE large farm machinery trade in Canada, viz., steam and gas tractors, threshing machinery, clover hullers, bean threshers, etc., has enjoyed a very prosperous year owing to a good average crop throughout Canada. A good crop throughout Canada in the past has always meant a prosperous year for manufacturers of large farm machinery. The present unsettled period brings about a new situation. All manufacturers are now working on machinery for next harvest, using high-priced raw material and paying high wages. The sales season will not start until next spring. What the outcome is going to be is not easily foreseen.

Raw materials have taken a heavy slump. There are large stocks in the United States which are being offered for resale very much below manufacturers' prices, and particularly below the Canadian manufacturers' prices. This is being taken advantage of by Canadian manufacturers using such raw materials. In a number of cases different steel and iron commodities can be purchased in the United States, the exchange and duty paid on them, and laid down here 20 to 30 per cent. lower than the Canadian manufacturers' prices. This, no doubt, will right itself in time, but in the meantime, where any manufacturer has to face a low selling market and has stock of high-priced raw material and is paying high wages, he is going to take advantage of every offer of low prices in making his purchases.

So far there does not appear to be any great reduction in wages, although this is bound to follow the deflation in other lines. It would make for better conditions if employers could continue to pay, if not the present rate of wages, within 10 per cent. of the present rate, until the spring at least, pointing out to the employees that to obtain these wages it is necessary for them to give production.

To make any attempt to forecast the extent or period of the present deflation is impossible, but until large inventories in the United States have been liquidated, there can be no hope of any check in the downward trend of prices.

In the United States there appears to be a feeling of despondency and blue ruin. We in Canada are not affected to the same extent, or as quickly, and if the Canadian manufacturers can carry on and keep men at work at a reasonable wage until times right themselves, it will inspire a confidence throughout the country that will help to carry it over the unsettled period.

In the large farm machinery manufacturing industry the question of tariff is a "nightmare." Nearly all manufacturers are buying their gas tractors in the United States, and will continue to do so until the duty is reinstated. The Order in Council taking the duty off was passed as a war measure, the Government giving the manufacturers positive assurance that it would be rescinded at the end of the war. The industry was just starting in Canada when the duty was removed—two or three companies were building and a number of others assembling and starting to build gas tractors. If it had not been found necessary to take the duty off tractors as a war measure, or even if the Order in Council had been rescinded after the war as promised by the Government, millions of dollars' worth of gas tractors would now be made in Canada, giving employment to thousands of men. The fact that Canadian manufacturers have been purchasing tractors in the United States and utilizing their organization and sales force to dispose of them in Canada proves conclusively that the Canadian manufacturer cannot compete with the large specialized industries in the U.S., particularly when the Canadian manufacturer has to pay duty on his raw material.

This also applies to threshing machines and other large farm machinery, and the future of the industry depends very largely on the report of the present Tariff Commission and the action of the Government on the report.

The farm machinery industry should flourish in Canada. We have a good home market, and the possibilities of an export market are enormous, but unless the manufacturers can have some confidence in a stabilization of the tariff, the industry, instead of advancing as it should, will retrograde and manufacturers, if they continue in business, will increase their purchases of the manufactured goods in the United States using their organizations to dispose of them in Canada, or move to the United States to build the machinery, and ship into Canada.

Improvement Expected

By J. E. Ruby

The Frost and Wood, Co., Limited, Smith's Falls.

FARMERS are placing orders very sparingly for their implement requirements next season, in marked contrast to conditions a year ago when they were ordering well in advance of requirements. We anticipate, however, that when the season comes round for the use of farm machinery, there will be a fair demand, and we are, therefore, manufacturing up to about 75 per cent. of 1920 sales; farm machinery having last year been in good demand throughout Canada.

Raw materials, largely iron and steel products, are becoming somewhat easier to obtain, but there has been as yet no marked decline in prices; in fact materials coming into the plant now were purchased under contract months ago at prices, in most cases, higher than during the war period and with one or two exceptions, such as harvester duck, prices at to-day's market are little, if any, lower than those at which we had contracted. All our regular mechanics are fully employed though there has been some re-

duction in unskilled labor of which there is a surplus available.

Export trade showed a marked falling off a year ago, and the condition has not improved, but has if anything become somewhat worse. Stringent credit restrictions imposed either by the Governments or by the banks in most European countries, including Australia, has further limited the purchasing power of foreign importers and very little foreign business need be anticipated until conditions in this respect change.

While we look for further price recessions, it is our opinion that the worst of the deflation in prices has been passed, and that within the next few months a steady improvement will take place in trade conditions in Canada. Despite lower prices which are being obtained for farm products as compared with last season, the increased yields will largely offset the decreased prices obtained. When farmers are satisfied that a fair price limit has been established, considerable buying will follow.

Volume was Greater

By E. N. Ward

The Canadian Rumely Co., Ltd., Toronto.

WE still devote our entire time to general jobbing work, and from our experience in this line, over a period of five years, the price of raw materials has been the highest we have ever paid, and the supply has been the most limited. We do, however, find that during the past thirty days (December 1), there has been a slight dropping off in the prices, and that the supply is greater. We have also noted a marked improvement in the efficiency of labor during the past year. For several months past, we have had no difficulty whatever in obtaining help and a good grade of help.

Our volume of jobbing business has been greater in 1920 than it was in 1919, and it is our opinion that the process of readjustment which we are now passing through will possibly last until Spring of 1921, and at that time, we look for an increased volume of work, as we do not believe the present depression is due to overproduction but rather to a feeling on everybody's part that prices are to be lower.

Away to a Good Start

By W. J. Bathgate

Percival Plow & Stove Co., Limited, Merrickville.

WHILE the price of raw material we use is still high, deliveries are prompt, which is something we have not had for the past few years. We had no difficulty securing all the help we needed, of an average efficiency, at a slight increase in wages over 1919. Being located in a village our employees are what you might term a happy family and any grievance is promptly adjusted and outside labor troubles do not affect us.

The market for our goods in 1920 was the best in our history. There has been practically no change in the price of our finished product. The material used in the manufacture of our product, namely, steel, iron and lumber with coal and coke, has not changed in price to any extent, and until there is a reduction in the prices on these commodities, we cannot lower the price on the finished product.

The orders we are receiving now for spring shipments indicate that we are away to a good start and inspire us with the confidence that in spite of the abnormal conditions 1921 will be a successful year.

Running Full Pressure

By an Implement Manufacturer

THE trend of prices on raw material at the present time is downward. This is true especially in the United States. The iron and steel industries in Canada have not as yet made a move, although they are considering same. The prices on lumber in the United States were very high and the drop has been considerable, more marked than in any other line.

The supply of labor during 1920 was not sufficient to meet the demand until the fall season. At the present time there seems to be sufficient. Wages have not as yet been reduced. During the scarcity, labor, generally speaking, was very independent. You were practically compelled to accept what was given you for wages paid, which are very high. Since the change from scarcity to sufficiency to meet the need, labor has rendered better and more efficient service, recognizing that the changed conditions meant that they must play fair.

Our factory is running under full pressure of forty-eight hours per week at the present time. Whether this will continue will depend upon the buying attitude of the farmers for 1921. This will be known with the advent of the New Year, and whatever the facts are, will determine our future policy.

The manufacturers in our line are loaded with high-priced materials bought in anticipation of a large business for 1921, and based on the agricultural prosperity of the country for 1920. If costs are a basis of price, and they have always been so in our industry, the price movement will not be down until these high-priced stocks have been reduced. This, however, will depend somewhat upon the attitude of competition, which will have to be met, no matter what the results. The prices of our product should be at least fifteen per cent. higher than those of 1921.

The export business is not very promising at the present time on account of exchange. The buying will be very limited. On account of this it is very essential that the requirements of the home market be taken care of by Canadian manufacturers, and until normal conditions practically prevail.

I do not think there is any call for pessimism. The success of agriculture during the past year does not warrant a feeling of this kind. The falling prices, however, for products of the farm will be sure to create a depression, especially with the farming community. This reflects itself in curtailed buying, which reacts all along the line. This country, however, will have to get back to normal and in the process conditions like this will be felt. The only thing to be hoped for is that the slipping back to normal will be gradual. One of the greatest factors in minimizing the effects of returning to normal would be for each one to do the right thing to others. If there has been any profiteering or injustice in the past, quit it. Let our motto be—"Be just"—this not only to apply to capital, but labor.

Advises Marking Time

By A. Stanley Jones

A. Stanley Jones Co., Limited, Saskatoon.

AT the present time our raw materials are still at their highest point. Wages have been at the highest point during 1920, efficiency has been medium, and supply has been ample. In November we reduced wages and are gradually working down to the basis of wages at the beginning of 1920. We anticipate reaching this point in January, 1921.

We are reducing the number of employees on account of anticipated slow buying, short buying, and possibly because we may have to sell on a low market, having bought material at a high point. We, therefore, consider that next season should be one where manufacturers, where possible, should simply mark time and not do a thing more than is necessary to uphold what business they must keep control of.

Demand for our goods in 1920 was the best that we ever had. Price movements do not vary. The process of deflation is by no means complete yet.

Our outlook for 1921 is as follows: We figure that buying on the high market we would do well to buy only what is absolutely necessary. Farmers have not been satisfied with the present prices realized on grain and will be very slow buyers, buying only what is absolutely necessary. On top of this there is no doubt that there will be numbers of people who will be only too anxious to liquidate in any shape or form the stock on hand, which may lead to reducing prices below what they should be. Consequently, those firms that can hold on and not have to cut prices should mark time as much as possible during the coming season.

The Dryden Paper Company's excess of is announced, amount to approximately liquid assets over current liabilities, it $2,250,000, nearly all of which is in cash. The only contracts for new construction, which have been made so far, amount to less than $200,000 and are to cover necessary work in the present plant, which will add substantially to the sulphate output.

Conditions in Tractor Industry

By F. R. BARTLETT

Chase Tractors Corporation Limited, Toronto

IN our industry there is no difficulty in connection with the supplies of all our raw material and the price trends are, without question, downward.

The supply of labor has never affected us to any great extent here as we have always been able to procure what we required. There has been a marked increase in the efficiency of the men in the last six months and, as elsewhere, a general lowering of labor rates.

At the present time we are on a very reduced scale of production, due to general conditions that have prevailed through the latter part of 1920. The general dropping off of the buying public and the general slowness in the movement of the wheat in the West, we feel were factors in this connection.

The demand for our product was very good in the spring but did not come up to our expectations during the fall. This was due largely, in our opinion, to the general downward trend of prices about that time and, when some of the large automobile concerns advertised a decrease in prices of their output, it had the effect of the farmers putting off buying temporarily to see what the decrease in the implements would be, as they all expected prices were due for a drop. This, combined with the slowness of the crop movement, carried on pretty well to the freeze-up, when the demand practically ceased and all arrangements then made were contracts for 1921.

In connection with the tractor industry, there have been a few decreases in prices, but this, in our opinion, was more for the effect of getting rid of surplus stock than any justification in the drop in tractor prices. This all came about, more or less, as the result of the decreases in prices published by the large automobile and truck manufacturers. There is no doubt that there was considerable price inflation and this has been squeezed out in order to stimulate demand and to keep together factory organizations. There is no question that the normal price now will be considerably higher than 1914, due to the fact that the cost of labor and material is considerably in advance of the figure for that year, and as long as the wages of the basic industries remain as they are, prices in our lines will naturally remain about the same.

The general information that is available in connection with tractor prices cannot point to other than the fact that in the main, and on the average, tractor prices are not coming down as, in our opinion, the prices on tractors were not inflated, as in the case of the automobile.

In connection with the export field, the indications are that 1921 will be a remarkably good year in our industry and the prospects look much better for 1921 than they did for 1920. There are numbers of factors, of course, which govern this, and all we have to go on now are the appearances. The next sixty days ought to tell the tale, as by that time the contracts for 1921 deliveries ought to be pretty well all signed up.

The outlook for 1921 is remarkably good and tractor manufacturers will base their production largely on the orders for spring deliveries. I do not think there is any question but that there are not going to be enough tractors of all kinds to go around and everything points to a record spring business. In all probability there are a certain number of dealers and others who are waiting for a slump in tractor prices, but a full investigation of the situation shows that tractor prices are about as low as they can go. When this finally comes home to those interested there will be a very large demand for this class of product, and as the general buying public have been hanging back now for some months, their purchasing power will, in our opinion, reach a large volume when it comes through.

The Jewelry Industry

By Geo. H. Lees

George H. Lees & Co., Ltd., Hamilton.

THE year just closed has been most remarkable for the sudden change in business conditions. Beginning with January the year continued, month after month, to excel all previous records until in May, when the luxury tax was imposed, business fell with a sickening thud, and up to date has not recovered its equilibrium.

Our chief material, gold, is usually not subject to variation in price, but since it has to be largely imported from the United States, the price now is increased to the extent of the exchange. The next important material is silver, and this has fallen to nearly half of the price that ruled at the beginning of the year, and our other important material, precious stones, is showing a downward tendency, though not yet to a very large extent.

In the early part of the year there was a scarcity of skilled labor, but in the last six months there was not much trouble in that respect. In the matter of efficiency, however, it is but fair to say that at no time did we find our employees falling down on their output per man, as was reported to be the case in some of the industries.

In the middle of the year, not realizing that the falling off in volume of trade would be of so long duration, we continued manufacturing until we were overstocked, with the result that it was unnecessary to work the customary overtime in October, November and December.

The prices of jewelry have not fallen materially, and cannot do so, as possibly no other business was as conservative in its increases as was the jewelry trade, which was largely accounted for as referred to above by the permanent price of gold, and unless there is a reduction in wages that we do not at present anticipate, there cannot be any large reduction in jewelry prices.

We are unable to prophesy whether or not we have reached the end of the deflation process, but, unless the luxury tax is removed, we do not look for any greatly improved conditions for a long time to come, but we feel sure enough of our ground to prophesy that if the luxury tax were removed, business in the jewelry line, and in all others, would at once experience a decided improvement, and business generally would gradually regain its normal swing, though perhaps for a year or so it would not reach the rather abnormal rush of the latter part of 1919 and the early part of 1920.

Have Little Anxiety

By F. E. Mutton

International Business Machines Co., Ltd., Toronto.

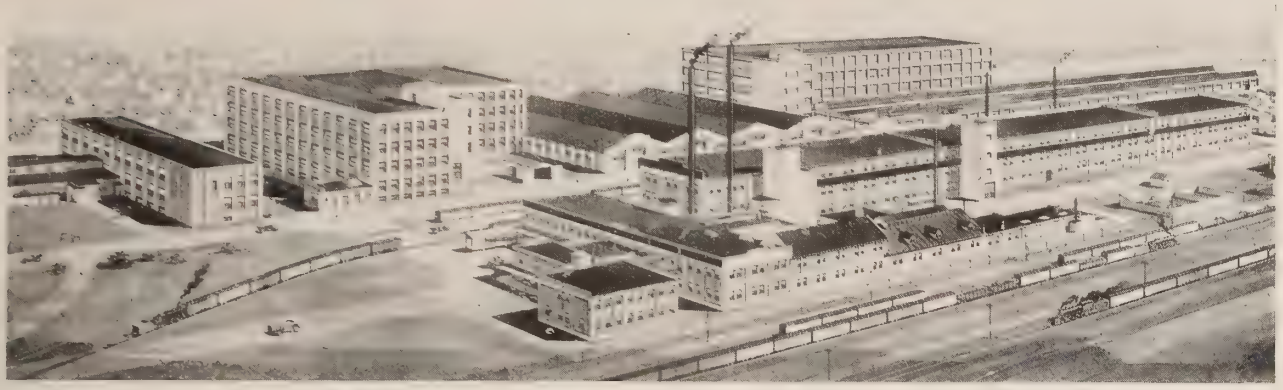
COMPARED with last year, the difficulty in securing raw material is gradually decreasing, and the cost of raw material is also being gradually reduced.

Labor conditions show a splendid improvement. We recently culled out our factory organization by twenty per cent., eliminating the less efficient. This did not affect our production by anything like twenty per cent. We do not expect it to affect production more than five per cent. We are securing a better quality of labor, but have made no change in operating hours.

The 1920 output shows an increase of about 32 per cent. over 1919. We have advanced the selling price of our product in proportion to the increased cost of production.

We have very little anxiety as to the prospects for 1921, feeling rather confident that by the turn of the year business conditions will greatly improve. We are quite strongly of the opinion that retail dealers, jobbers and wholesalers are understocked, except in a few rare instances. This we consider is a good indication, showing cautious buying, looking for the fall in prices. It further means that the necessary commodities consumed by the public must produce before long increased buying.

Collections have been easier this year than in 1919 up until about a month ago (November 1), when we noticed a slight increase in resistance. We have also recently found a resistance as to the buying power of the public. Right here, however, we would like to emphasize the word "recently." Up to a month ago it has been better than ever. The future is naturally somewhat uncertain as to what the buying public will do.



OUTLOOK FOR THE AUTOMOTIVE INDUSTRIES

May be Actual Scarcity

By T. A. Russell

Willys-Overland, Limited, Toronto.

IT is more difficult than usual to forecast developments of the next few months, owing to the very general character of the present business disturbance. During the first six months of this year, material of almost all kinds was high in price and extremely difficult to obtain. During the past six months, contrary conditions have prevailed, and it has been almost equally difficult to find a market for the finished product of different manufacturers. This, of course, has had its effect on the labor market, because the slowing up of purchasing has necessarily caused a shortening of working hours, and a reduction of working forces. A considerable number of men have been thrown out of employment, and many others are working only partial time.

Generally speaking, this has not as yet broadly affected wages, but it is bound to do so if the price of the goods which labor produces is to be lower, and if, at the same time, the goods it consumes are also lower. There has been a greater indication of the desire of workmen generally to increase their efficiency and output, and many experiences have occurred where a reduction in force of considerable size was made without in any way interfering with output.

In the motor car business the demand was constant and in excess of supply during the first half of the year. During the last half, on the other hand, the demand has slackened off greatly, and there has been a marked reduction in sales. Those in the industry attribute no small share of the responsibility in this to the Government's policy in arbitrarily increasing the taxation on motor cars, in May last, from ten per cent. to seventeen per cent. and twenty-two per cent.

It has been estimated that in Canada there were over 7,000 hands directly engaged in the manufacture of motor cars, and over 10,000 engaged in the manufacture of parts and accessories, in the first half of this year, who are now out of employment in these industries.

There has been some reduction of prices, with a view to stimulating demand, and the general feeling is that this has gone as far as it can, under present prices for materials and labor.

The motor car is now used so much for business purposes, that a survey recently taken indicated that seventy per cent. of the cars in use were business vehicles. This gives the motor car industry a confidence in its future, and manufacturers generally are looking forward to a gradually improving demand after the first of the year.

There has also been a decided check on production in the last six months, and it takes so long to get under full production, when a break has been made, that quite a few keen observers expect to see an actual scarcity of motor cars during the months of March, April and May.

Brisk Revival Soon

By Wm. M. Gray

Vice-President, Gray-Dort Motors, Limited, Chatham.

THERE is a vast difference in industrial conditions as they existed in January, 1920, and as they are found today. This change has perhaps been more marked in the automobile industry than in any other. During the first six months of 1920 the demand for automobiles in general was very brisk, in our own case being extremely satisfactory. In July, however, the slackening of demand made itself felt throughout the whole industry.

As in 1919 raw materials and accessories were high priced and difficult to obtain—due to strikes in the steel and coal trades. With the curtailment of production, however, the raw material market became slightly easier.

At the beginning of 1920 skilled men —while more plentiful than in the preceding year—were high-priced and rather difficult to obtain. Now, because of curtailed production, estimated at almost 60 per cent., labor is ample. Men are anxious to obtain positions, and are more considerate of the quality of work they turn out. This condition will have a beneficial effect on production, enabling manufacturers to weed out indifferent labor and give full scope to capable, efficient workers.

The present curtailed production, coupled with the usual inactivity during the winter months, has created a material reduction in all staffs. There are strong indications, however, that the industry will pick up again in the spring, with a consequent resumption in the demand for labor.

We believe that the bottom in price movements has been practically reached, as motor car manufacturers, on the whole, have taken their loss on their inventories. If the present indications for a boom in the spring materialize, further price concessions will be checked. The market may sag slightly during the summer, but after that we can look for a long, steady climb.

The process of deflation in the finished product, so far as we can see, is practically completed. Raw materials have yet to share in the reductions, because manufacturers—as we stated

above—have largely taken their losses on their inventories instead of from the raw materials where such losses properly belong. So far as we can see, any further reductions will be small and extended over long periods.

So far as we are concerned, the outlook for the 1921 market is very favorable. Our sales connections throughout the country report excellent prospects. But whether this condition is a feature of the automobile trade in general, we are unable to state.

We believe, however, that anyone who makes a study of conditions throughout Canada will have confidence that there will be a brisk revival of industrial activity within a few months. Fundamentally, Canada is an agricultural country. And the 1920 crop was perhaps the largest we have had in the past six years. There is, therefore, a great deal of potential wealth in the country, even though a large part of our grain has not yet been exported.

Repeat 1920 Record

By an Automobile Manufacturer

WE have no trouble now in procuring all the parts and material which we require. Prices are being reduced. We can procure all the labor we require now, although this was somewhat of a problem earlier in the year before the depression came. Wages being paid were abnormally high, but we have now greatly reduced them. We are operating on short time and have greatly reduced our operating forces.

We had a splendid market for our automobiles during 1920. Our sales in Canada were increased about 25 per cent. over 1919.

In the writer's opinion the process of deflation has not been completed. I think there is a tendency on the part of some manufacturers, merchants and others to refrain from taking a loss and so liquidate their high-priced goods. The writer feels that that is one of the situations that is holding back a return to normal times. I think everyone should be willing to make a sacrifice of profits at a time like this in order to get business re-adjusted to a reasonable basis.

The export business has fallen off and the present situation is admittedly bad. The depression and time of readjustment are world-wide. Our cars are sold payable in U.S. funds, which funds are, of course, at a premium all over the world.

The outlook for 1921, so far as our export business is concerned, is not bright. We shall consider ourselves fortunate if we can export as many cars as in 1920. The writer thinks that it is very doubtful that we shall do so. With reference to the domestic or Canadian business, the writer feels that we shall repeat our 1920 record. We feel that Canada is conservative and sane and that by spring, at least, the period of depression and adjustments will have been passed. We simply have that optimistic confidence that Canadian business will return to a normal basis some time during the first six months of 1921.

Optimistic as to Outlook

By W. B. McLean

Mapleleaf Manufacturing Co., Limited, Montreal.

AT present we find our raw materials easy to get and prices stationary or slightly downward. We anticipate some further slight cuts but do not anticipate that prices will be finally lower in the spring of 1921 than they were in the spring of 1920.

There is an ample supply of labor at present owing to the general slackness in industry. Efficiency is not yet up to a pre-war standard and wages continue high. At present we estimate that our industry is employing only about 35% of normal staff.

The market for our goods was good for first half of 1920, but has greatly slackened off since, principally owing to the slowing down of business among our buyers. The fundamental demand for trucks is still strong and increasing as shown by inquiries, but there is a general tendency to withhold orders until conditions are more settled. We do not anticipate any further reductions in the price of our goods until labor costs come down substantially, in sympathy with a generally reduced cost of living.

There have been an increasing number of inquiries for export business and some orders from British possessions, and prospects in this line are good.

We are optimistic as to the outlook for 1921 after the first quarter, as we know that the demand for trucks is increasing from day to day. Fundamental conditions are good, and there has been no overproduction. All that is required is a restoration of confidence as to stability of conditions.

Recovery Should be Quick

By A. M. Kerr

The Four Wheel Drive Auto Co., Kitchener.

THE supply of raw material appears to be more plentiful, but the price does not show any very great drop. We had no trouble in securing all the help we wanted during the last half of the present year. The efficiency has been greater during the last half of this year and there has been no change in the wages paid up to the present time.

The market for our goods during the first eight (8) months of the year was very good. The last two months have been very quiet. There has been no change in the price of the finished article. There has been no inflation of prices on our product, therefore there has been no deflation.

As far as we can see from this distance the outlook for 1921 is promising. We look forward to a lot of building, contracting and road-making, which would naturally present a good market for our truck. There is no question that with the present slow-down in industry the readjustment, which is bound to come, will be here so much quicker, and when goods already in stock, bought at high prices, are sold out there will be a ready buying, no doubt, of new goods at the greatly reduced prices offered in some lines. It is our humble opinion that 1921 should be a year not of extraordinary expansion, but of very material prosperity.

Trucks in Demand

By Jas. L. Acker

National Steel Car Corporation, Ltd., Hamilton.

WE look forward to excellent business in 1921. Our production will be increased, but we anticipate no difficulty in disposing of our additional output. Inquiries and orders keep coming in and everything indicates that the country's buying power is more than sufficient to take care of the products of Canadian truck manufacturers in 1921. Of course factors like a protective tariff and the carrying out of the good roads programme will be of material assistance to the manufacturers.

The prices of National trucks have not been reduced and no reductions are contemplated. In the last three years the price of National trucks has only advanced 15 per cent. on an average—this in spite of a much greater advance in raw materials.

The prices of raw materials continue steady. There is no material reduction but the supply is beginning to catch up with the demand. The price of labor, too, has not been reduced. Good mechanics are still hard to obtain, but there seems to be plenty of unskilled labor on the market. Our plant has been running to full capacity, so there has been no lay-offs or unemployment.

We are closing one of the best years in our history. We have been unable to keep up with the demand for Canadian trucks. For this reason we have made no progress in the export field. The home market has taken our entire output.

Replying briefly to a series of questions on the automobile manufacturing industry, George W. Parks, president Maxwell Motor Company of Canada, Limited, states that the supply of raw materials during 1920 was ample with price trends downward. The labor supply has been ample, though lacking in efficiency and highly paid. At present there is a willingness on the part of labor to conform to readjusting conditions. The market for automobiles has passed from normal to sub-normal to a shut-down. Prices have moved downward. The outlook for 1921 is good. Both efficiency of labor and quality of product are improving.



SHIPBUILDING INDUSTRY

General Review of the Industry

By A. R. GILLHAM

Managing Director, Canadian Vickers Limited, Montreal

DURING the past year the supply of materials, especially steel, was considerably handicapped by the labor troubles in the States in the railroad and mining industries, but this condition has much improved in the past few months. The tendency now as regards prices is downwards in practically all commodities. The supply of materials is distinctly good and promises to improve.

There is an ample supply of labor and its efficiency has shown a steady improvement, although the wages, which gradually increased during the past years to meet the increased cost of living, still remain at a high figure. In this connection it is confidently hoped that as the cost of living improves the saner elements in labor will be able to guide their less-informed brothers, realizing that a reduction in labor costs is essential if business is to be obtained in competition with European countries.

In the shipbuilding industry there is a serious falling off in the number of employees, due to lack of orders for 1921. The cause of this is the adverse exchange rate and the fact that the Canadian Government shipbuilding programme has come to an end. There is no market in the United States for Canadian-built ships due to the financial inducements offered by the United States Government to United States owners to build their vessels in the States. The consequence is that the only market for Canadian shipbuilding at present is Europe and, as stated above, the exchange rate is sufficiently high to prevent business.

With the reduction in prices of materials and increasing efficiency of labor, prices asked for in Canada for ships are steadily coming down, and it is confidently predicted that, with the further reductions both in wages and materials, anticipated in the near future, such prices will be so reduced as to enable Canada, apart from the exchange question, to compete to advantage in the open markets of the world. This is the only feature which justifies the hope that, as exchange becomes normal, there will continue to be a limited shipbuilding industry in Canada which can operate on a commercially sound basis.

It should be noted in this connection that the cost of construction of ships in Canada is not materially higher than the present cost in England when the exchange situation is left out of account, although it must not be forgotten that there will undoubtedly be a tendency towards cheaper production in England when labor conditions there become more settled, although there is no likelihood of wages in Great Britain ever being reduced to the pre-war rates.

It is worthy of note that, roughly speaking, 50 per cent. of the business of Canadian Vickers, Limited, in shipbuilding has been for export, and the performances of ships built by them for foreign countries has more than justified the confidence in the ability of Canadian workmen and Canadian shipbuilders to turn out ships in all respects equal to those of any other country.

The outlook for 1921 is not bright at present, so far as shipbuilding is concerned, but the basic factors, namely, efficiency of labor, the drop in price of materials, and the recognition by labor of the economic situation and willingness on their part to co-operate to overcome the adverse features, are such that a pessimistic cessation of effort to overcome these difficulties and to tide over the dull period is not justified, but a more vigorous attempt is necessary on the part of the Government and employers towards finding means by which the industry may be kept alive until exchange becomes more normal and the Canadian shipbuilding industry has a real chance to continue on its own merits.

In conclusion, in our opinion the present situation of the shipbuilding industry is such that, provided the difficulty of exchange which, after all, is an abnormal one due to the war, can be overcome by means of assistance from the Government or otherwise, there is every reason to believe that shipbuilding in Canada can continue as a profitable commercial business.

Supplies Come Easier

By Levy McMillan

Nova Scotia Steel & Coal Co., Limited, New Glasgow.

THERE is little difficulty in obtaining supplies of all kinds for shipbuilding purposes at present and for the last year, as compared with the previous four or five years. This is especially true of the supply of ship's plate—one of the largest items entering into the construction of a ship—since the plate mill at Sydney has been in operation. The plates from this mill are of excellent quality and deliveries are prompt. As a matter of fact, all material, fittings and furnishings, supplied to the shipbuilder by Canadian manufacturers are of good quality to-day. The trend of prices is downward and will likely continue so for some time. Unfortunately for the shipbuilder, the demand and price of tonnage for the moment has fallen much more sharply than the price of the material entering into the ship.

Labor is a most important consideration in the building of a vessel. This has been steady during the year with very small advances in wages. At present the tendency of wages is downward with efficiency as high, if not higher, than at any time during the last four years. This is caused, to a certain extent at least, by the yard working only fifty per cent. capacity with only six months' actual work in sight. The fact remains, however, that the men are more experienced and take a keener interest in their work. It is besides all local labor, familiar with steel works and the working of steel for years before steel shipbuilding started, and for an intelligent all-round man he is hard to beat.

The outlook, however, is not the brightest for 1921, as the rock bottom price for tonnage has not yet been reached, and with many ships tied up in American and other ports, it is difficult to see how the demand and price for tonnage can be much improved until this tonnage is taken care of.

We might, however, get some encouragement from an "inlook"—a thorough

investigation of ourselves, our methods and our organization to see what can be done to improve our product, eliminate waste of all kinds, high and low, and reach out for foreign markets, for shipbuilding is a world industry. The state of exchange is perhaps the greatest obstacle at the moment to the latter, but there is nothing to prevent the former, and there was never a time in Canada when it was more urgently required.

Lack of Orders for Ships

By J. E. McLurg

Halifax Shipyards, Limited, Halifax.

STEEL and coal are our raw materials; the supply of steel plates from Sydney has been excellent, probably because our orders were placed in ample time to secure deliveries required, but it has been difficult to get shipment from the United States of orders for steel shipbuilding shapes not rolled in Canada; latterly this condition has much improved. There has been no change in the price of Sydney plates, although the freight rate has been increased. There have been some changes in the prices of steel shapes rolled by the independent mills in the United States, but the United States Steel Company has made no variation in its prices.

The supply of labor is greater than our demand, and although we have made no reduction in the rates of pay, it is possible that wages will be reduced in 1921. We probably have experienced a slight increase in the efficiency of labor during the year; the percentage of attendance has greatly improved during the last six months. There is a great deal of unemployment in the shipbuilding industry in Canada, caused by a lack of orders. Several companies are in the hands of receivers and their plants are closed down.

We have found it impossible during 1920 to secure an order for a steel ship, either in America or in Europe.

The outlook for the shipbuilding business in Canada for 1921, is that by next July every shipbuilding plant in this country will be closed down for lack of orders.

Prospects are Dark

By J. Wilkinson

Midland Shipbuilding Co., Limited, Midland.

WE are sorry at this particular time that there is not very much to say as the prospects for shipbuilding are very black indeed at present. Various yards have closed down for lack of orders and there is nothing in sight for those now running.

In the matter of supply of raw materials, our product is principally steel; the supply is fairly good and prices are coming down slightly. As for labor, during the last quarter of the year, labor's efficiency has been good and the supply has been plentiful with no great difference in wages.

Conditions in the Saddlery Industry

By B. F. ACKERMAN

B. F. Ackerman, Son & Co., Limited, Peterborough

SUPPLIES of raw material seem to be abundant at present and prices are dropping rapidly. There is more labor being offered at present than we can take care of. General efficiency appears to be about the same as in 1919. Wages have increased over 1919, but we have made no change during recent months and any future change, from present indications, will be downward.

Up to the present time, we have been operating at full time. In fact, in September, owing to an increased quantity of spring business, we increased the staff in our harness and collar departments considerably.

The demand for our goods (boots excepted) up to Oct. 1st appeared to be about normal and our sales up to that time were about on a par with 1919. However, since that time, decreased prices on leather have upset the trade considerably, making them nervous, so that they have curtailed their buying to their actual requirements, apparently not taking any chance on buying any stock ahead. Prospects for the future are not up to last season. While we booked considerably more spring business, cancellations have much exceeded 1919, which we attribute to two reasons: expectation that prices will be lower, and lack of demand, owing to present low price of western grain.

Price movement in finished products have been decidedly downward. We are reducing prices in conformity with the change in raw material, but we do not find reduced prices are increasing the business. In fact, it seems to have a tendency to result in increasing cancellations.

We do not think, in the leather business, the process of deflation has been completed, as we are continually receiving offers of leather at lower prices both from Canadian and American tanners. We do not think, however, that materials are being offered at a fair market price, as no doubt in many cases much of this material is being offered at less than actual cost. Prices seem to be made on a basis of the necessity of the vendors to secure funds.

Regarding the outlook for 1921; if we accepted the conditions prevailing to-day as a fair indication, we would have to admit that they would appear rather hopeless at the present time. We have, however, in the past, always had at this season of the year more or less cancellations and we have found in many cases that along about the middle of January many orders are reinstated. We feel that this will occur again this year. We believe there is a great shortage of saddlery goods at present in Canada, owing to the fact that other factories have not been producing the volume made in other years and, if crops are going to be put in again in Western Canada in 1921, it is going to require a large quantity of harness and other saddlery equipments for this purpose. Farmers, this spring, should have an incentive to buy, because for the first time in five years they will be able to buy at lower prices. We are quite satisfied that the retail harness shops have no stocks on hand to speak of, and of late years they have not been manufacturing to any extent, which means that they have to buy practically all their requirements and, while a farmer may succeed in using his old equipment to some extent, we really feel satisfied that by the first of May the turnover of saddlery goods will not be very much less than during 1919. It will, however, be a very difficult trade to handle, because, no doubt, it will be more of a rush business than we have had for many years.

The Brush Industry

By John C. Boeckh

The Boeckh Co., Limited, Toronto.

CONDITIONS in the brush industry have not varied very greatly during the past year. The heavy demand which has existed for some time still continues, though there is at present a tendency on the part of the retailers to refrain from placing orders for immediate delivery, except in comparatively small lots. We anticipate, however, that the turn of the year will see a renewed demand.

Prices of raw materials which have been advancing during the last few years, are now practically stationary, but the tendency to reductions is not as yet noticeable to any extent. Materials are still scarce and are likely to be so for some time, though we have in one or two instances been able to get materials at slightly lower prices, due to buying in more favorable markets.

Labor is more plentiful, but no reduction in wages has taken place, and as long as the demand for our products continues, it is not likely that wages can be reduced.

Prices of our products have advanced during the past year, due to the greatly increased costs of materials, labor and expenses, etc., and while we do not look for any further advances, reductions of any moment are not likely to take place.

The heavy demand for our products should continue during 1921, as it is quite apparent that there is a very urgent need of more buildings of all kinds, mainly dwellings. Also the re-painting of buildings, etc., has been deferred for so long that the time is at hand when a great deal of painting will have to be done to preserve them from a state of absolute decay.



CONDITIONS IN THE LUMBERING INDUSTRY

Costs are Mounting

By W. F. Beck

The C. Beck Manufacturing Co., Limited, Penetanguishene.

THE lumber business of Ontario requires each year to go farther and farther back into the inaccessible regions of Northern Ontario, and consequently the cost of getting the lumber is mounting each year. The trend of prices will therefore be upward.

During the early part of the fall, when everyone was going into the bush, there was a scarcity of labor and wages were increased approximately 20 per cent. over last year. This also will have a tendency to increase costs considerably more than last year. However, within the last month there has been a remarkable change come over the whole situation, and now there is a great surplus of labor, but not effieient, so that every firm would hesitate to lower wages and disorganize his work. The only advantage will be, that there should be considerably more efficiency shown, which will have a tendency to offset the increase in wages made earlier in the season.

The early months of 1920 were exceptional ones from a market standpoint, as prices were increased over night continuously, but the last six months there have been no sales whatever, and while prices remained stationary on all white pine, the cheaper grades were sacrificed at prices for which they simply cannot be replaced, so that there is every indication that when this "No Buy" movement is over and people settle down to a reasonable turn of business, there will be considerable increase in all the lower grades of lumber.

The export market has been fairly active, but we do not come directly in contact with it, handling this stock principally through the wholesale exporters.

There does not appear to be any reason for this period of depression to be of long duration in the country, as we are bound to grow very fast through immigration from both Europe and the United States. We will be forced to work to full capacity to supply our domestic trade. There has been a tremendous increase in the wealth of the country, and especially in the United States, which will be reflected in this country.

Spring will see Boom

By G. L. Main

G. Mason & Co., Limited, Midland.

AT the present time the demand for pine lumber is slight but the prices have weakened very little. There is not a very large available supply as many mills did not get their logs down last spring, owing to low water, and in consequence did not have anything like a normal cut. In the early fall bushmen were scarce and wages even higher than last year. In spite of this men did not stay long and camp efficiency was badly hampered by constantly changing crews. At the present moment there are more men out of employment than the camps can readily absorb and wages have dropped from $70 and $80 per month to $50 and $65. Unfortunately few of the men now available have ever done bush work, and that hampers production.

All of the 1920 lumber found ready sale at good prices, and few yards are carrying over much unsold stock as far as pine is concerned. Hemlock opened very strongly in the spring but latterly has not been in much demand, and the price has weakened in sympathy. Many English firms are now buying direct from Canadian mills, thus eliminating the "middleman's" profit, and there has been a brisk demand until latterly for export stock, especially on "best" quality pine.

It is difficult to forecast the 1921 market. Certainly logs are costing just as much, in fact more, to get out than they did last year. Every year sees the available quantity of white pine grow less and the camps are built farther and farther from the mills. Every mile means increased cost. We can only say that we are operating on a bigger scale than in any previous year, and that we are confident that spring will see an industrial boom, coupled with an amount of building and expansion that will keep the price of pine lumber up to the 1920 level. We see no reason why 1921 should not be a banner year.

Demand has Weakened

By George W. Grier

G. A. Grier & Sons, Limited, Montreal.

ONE hesitates to make any predictions regarding the future of the lumber industry, or any other industry, at the present time. Lumber prices on the Pacific coast, both in the U.S. and Canada, and also in the Southern States, have receded very considerably from the levels that were reached last winter and spring. The deflation has not been so pronounced in Eastern Canada, especially as regards soft woods, namely, spruce and white pine. The keen demand for pulpwood has caused a big output of this class of stock, much of which might have gone into the making of spruce lumber of small dimensions. The production of white pine in the Ottawa Valley, and in Ontario, appears to be steadily decreas-

ing so that the stocks on hand to-day of white pine are light.

Should any strong demand, or even moderate demand, develop for lumber during the coming spring, it does not appear that prices of spruce and white pine in Ontario, Quebec and the Maritime Provinces, would recede to any very great extent.

Many small manufacturers of lumber are unable to finance operations this winter and are therefore not going to produce any lumber during the coming year. The total of these small operations amounts to a good deal in a year, and this condition should reduce very considerably the output of lumber to be sawn next summer. This applies particularly to spruce and hardwoods.

During the past year the demand for lumber for the first six months or so was strong, and good prices were easily obtained. Since the middle of the summer, however, the demand has continually weakened and at the present time there is practically no buying going on.

Reducing the Cut

By J. H. Irving

J. D. Irving, Limited, Buctouche, N.B.

AS to supply of raw materials, this in our case is lumber only, and under the present market conditions, it will have to reduce. At the present time we are converting a considerable part of our lumber into pulp, for which we are pleased to say we have contracted at a fair price.

The N.B. Lumberman's Association at a recent meeting agreed to a reduction of about 30 per cent. in wages, which will go into effect the first of the year, on account of the Maine and border States reducing their wages below ours. As there is considerable more woods labor through this locality than there is employment for, which has been meeting a fair demand through the United States channels, we feel that on account of the reduction, we will have an abundance of labor. During the past year the efficiency has continued to decline, but we now feel on account of the abundance of labor, it will be more efficient.

As in all lumber trades, the price was good during the early season when we sold our output, but any who held on to their stock expecting higher market last fall, have met with about 30 per cent. decrease, and we are anticipating a still further decrease on account of the low prices now offered the mills in British Columbia, which we understand to-day is about $15.00. On account of the money stringency and the unemployment we cannot see any opening to any increased demand for some considerable time yet. We understand there is over one hundred million feet of lumber on the north shore of New Brunswick unsold, in addition to about one hundred thousand feet more sold the British Admiralty and companies. If this Admiralty and other British-owned stock is dumped on the American markets instead of being taken to Great Britain and the European markets, it would, no doubt, deflate the market still further.

We are, nevertheless, pleased to say that practically all firms on the north shore have reduced their objective for 1921 by from 50 per cent. to 75 per cent. in order to give the market a chance to straighten out. We, therefore, feel the 1921 cut will not be anything like sufficient to fill the requirements, which will have the result of deflating present stocks, and we trust that at least this will help the market at the present low level, if not stimulate it.

Conditions Propitious

By Ward C. Hughson

Gilmour & Hughson, Limited, Hull.

THE supply of logs in the Ottawa valley is very small and the trend of log prices is toward a higher level of cost. Labor has been if anything more unreliable and difficult to deal with than at any time since the beginning of the war. I am of the opinion that it has reached the culmination of its arbitrariness and at this writing has a marked tendency on the down grade. Being now in much greater supply at a reduced scale of wages, as seems natural, it is showing a tendency to give a more fair day's work for wages paid.

The market for lumber has been good, the supply small and values correspondingly high.

There has been no inflation so far as quantity is concerned, therefore no deflation can take place. Stocks have been, as said before, in small supply since 1915 and continue so. As to prices, they have been only what is commensurate with cost. Any noticeable decline at the present time is due to, not over supply, but decrease in demand and the general feeling on the part of all for a reduction in the cost of living and to a hardening of rates and conditions for money to speculative builders.

It would appear that as freight rates lower the prospects for export increase.

Unless we meet with a general financial upheaval, which seems now unlikely, it would appear to me that with the small out-turn of the mills in Canada in 1920, very much reduced stocks compared with past production (just about half), it would seem a physical impossibility that lumber and kindred business should be anything but propitious for 1921.

No Reason for Pessimism

By W. G. Clarke

Clarke Brothers, Limited, Bear River, N.S.

THE matter of supply of raw materials is now very satisfactory, except that coal is still difficult to obtain, and prices have not as yet made any material decline in many of these commodities.

The supply of labor at the beginning of the year and for the first six months, was somewhat inadequate. This condition has been entirely remedied, however, and we have now an ample supply of labor at wages slightly below the figures ruling say the first of August, with a declining tendency. Up to say the first of September, labor was not more than sixty per cent. efficient. An improvement in this respect has, and is, taking place daily, due to the increased offering of labor, and we would now regard labor as practically seventy per cent. efficient.

In some departments of our work, notably the lumbering end, the supply of labor is now adequate, indeed the supply is now in excess of the demand, with a declining tendency in the wage list.

The market for our commodities, clothespins and dowels, during the first six months of the year, was good. The dowel market still remains fairly active, but there is a diminishing demand for clothespins.

In regard to the outlook for 1921, we have excellent crops in Canada; prices for all agricultural products are fairly good and there is a demand for everything offering in this department. We see no reason why with a continued deflation down to a point where industries may be stabilized, there should not be after the turn of the new year, a normal demand for such products as are native to this country, and while some months may pass before the consuming public are satisfied that conditions have reached a normal standard, we see no reason for pessimism in present conditions. Business in all departments is more or less unsettled, due to the abnormal conditions that have prevailed for the past twelve months, but a sane and reasonable view of existing conditions does not seem to warrant the feeling abroad in some quarters, that we are up against a long period of low prices and hard times.

Better Trade by Fall

By W. W. Carter

Fesserton Timber Co., Limited, Toronto.

WE have found that the cost of supplies of all kinds used in connection with the lumber business steadily advanced throughout the first nine months. The past three months' supplies have been a little cheaper, but are still high.

Labor in the mills and on drives has been very high throughout the year, and on account of the enormous profits the pulp and paper people have been making, they have been offering enormous wages to labor to take out pulpwood. In the district we were in they offered as high as $125.00 a month and board, and it is practically impossible for a lumberman to compete with wages of the pulp and paper people, as the profit on lumber is so much less, and the lumber market has been on the downward grade. Some items during the past few months have been reduced $15.00 per M., and in the camps at the present time



A British Columbia Sawmill

wages are very high. During the past few weeks labor is plentiful and more efficient, and the tendency is to reduce wages.

At present there is practically no market for lumber, only odd people buying odd items when they have run out of stock, and buying small quantities, as they are all waiting for further reductions, and prices, as stated above, of all classes of lumber have come down the last few months. Some lines have taken a tremendous drop, and the millmen and wholesalers who have lumber, especially some lines, on hand, have to take a tremendous loss, and it looks to us, both in the manufacturing and wholesale end, that the prices are now down to a point where they should remain, but retail people have not reduced the prices the same as the manufacturer or wholesaler, as no doubt they are holding off to get rid of all the high-priced lumber they can at old-time prices.

The export trade has been very good all summer, but the American market for the past three months has been off, and very little lumber has been shipped to the American market since the increase in rates of freight, and the market there is practically the same as in Canada, nothing doing, simply everyone waiting for lower prices.

We expect that as soon as prices get to a level and confidence is restored, which no doubt will take part of 1921, a good trade in lumber will develop. Throughout all our large cities in Canada and the U.S. there is a great shortage of houses, and when prices of lumber are stabilized so that builders can figure on a profit, we believe the lumber market will be good. Stocks on hand are not large, and there is going to be a small cut this winter on account of high wages, so we are looking forward to a good trade for the latter part of 1921.

In New Brunswick

By W. B. Snowball

J. B. Snowball Co., Ltd., Chatham, N.B.

THE optimism of the closing months of 1919 and first portion of 1920, induced all those who had timber lands, either Government, leased or private owned, to cut the largest quantity possible. The result has been the largest output in the history of this district. In many cases the rafting booms were unable to raft out all the logs that came into them and the mill capacity was insufficient to saw same even if they had been rafted. We, therefore, found ourselves with a quantity of logs unrafted and unsawn when the season closed.

High prices for manufactured lumber were paid during the early months of the year and extensive contracts entered into with both American and Canadian wholesale buyers. At this time the British market was still feeling the effect of overstock imported by the British Government and feared what might be done with the stock still lying in Canada; thus our natural and usual customer was not a buyer except to a very limited extent, and the effect of this, as well as the shortage of cars and difficulty of shipping to the United States, not only caused a weakening of the price, but brought out many cancellations of contracts already made.

The American market was not responding to the high prices; house building was not being carried on, and by July the lumber market was feeling the pinch and it became almost impossible to sell.

High wages prevailed during last season in the woods and big increases were demanded over previous years by the men rafting logs and those employed in the sawmills. The result is that all stock held by millmen has been produced at heavy cost.

The demand for pulpwood and the high prices being offered for peeled and rossed wood that occurred in August created a demand for men for the woods to get this out and with no over supply, men were able to demand even higher wages than were paid during the previous season, and the millmen were surely handicapped in keeping their plants going.

When logging operation time again came around, men were scarce and high wages had to be paid by those who required to get out logs to supply their mills for 1921. Men from this district were taken up to Quebec and Ontario to assist in the pulpwood operations.

The sawlogs now being wintered as well as the sawn lumber on hand was produced at the peak of high cost in wages and material, and the logs being got out during this winter are not only subject to the wages of last year and in most cases provisions at last year's costs, but the New Brunswick Government stumpage this year is $5.00 per M. as against $3.50 during 1919-20. Serious reduction in price would mean a financial loss, but this we are not looking for.

Lumber prices were not advanced in the same proportion as many other manufactured articles, and with the readjustment now taking place, we look for a revival of trade in building with the opening spring months.

The output in New Brunswick of sawlogs is not expected to be over 50 per cent. of last year, and will make quite a reduction in the supply of new stock.

The settlement of the Irish question which we hope for during the next few months, will open up a good market for deals and we can also look for an improvement in the English market with the general readjustment of business which is taking place there.

Lumbermen need not be depressed. Out of the depression that has prevailed will come stability and a reasonable prosperity in the coming year, and with the curtailment in the woods operations and a strong holding of the present stocks and the outlook for cheaper manufacturing costs during the summer of 1921 they can reasonably expect to have a good year during 1921.

The Canadian International Paper Company of Three Rivers have taken out letters of incorporation from the Quebec Government, their authorized capital being $20,000,000. They are empowered to manufacture and deal in all kinds of wood, pulp and paper.

STATE OF THE MINING INDUSTRY IN CANADA



Scene in a British Columbia Mining Camp

By WYATT MALCOLM
Geological Survey, Ottawa

THE return of the industrial world to a normal state has been long delayed. Throughout much of the year, therefore, the mining industry has had to adopt itself to the extraordinary conditions produced by a long period of lavish spending on the part of a people relieved from the depressing influence of the great war.

Industries that sprang up and grew to meet the demand for luxuries continued to control the labor market. The period of reconstruction was postponed, and the re-establishment of the more basic industries that are productive of real national wealth and contribute to the comforts and necessities of the mass of mankind has not proceeded on as large a scale as could be desired. Reconstruction in the devastated countries of Europe has not been rapid; building and other constructive work that was postponed throughout the world during the war has made little advancement; and the replacement of obsolete and worn-out machinery and manufacturing plants has been slow. The people asked for luxuries, and the basic industries suffered.

Not at Capacity

The mineral industry was affected by labor shortage and consequent inefficiency. This prevented many mines from working to capacity, such as the coal mines of Nova Scotia, the silver mines of Cobalt, the products of which commanded a very high price early in the year, and the gold mines of Northern Ontario, where ore is sufficiently high-grade to be worked with profit even with labor and supplies standing at the high price they attained during the year. In the case of other minerals such as copper the market price of the metal was not commensurate with the cost of labor and supplies, and there was little inducement to work to capacity.

In spite of these drawbacks the mining industry was in general in a fairly satisfactory condition during the first half of the year.

The period of deflation has arrived and the mining industry is suffering a temporary reverse. The demand for nickel has declined and mining operations are greatly reduced. A heavy fall has taken place in the market for such base metals as copper, lead and zinc, and companies that were making only a small profit at prices that prevailed early in the year, may be forced to discontinue operations temporarily. The cost of supplies has not decreased in the same proportion as the price of the metals, and adjustment of wages cannot be made abruptly to meet the falling market. The depression is accentuated by a lack of buyers in the metal market, the consumers hoping for still lower prices. Stocks thus accumulate. Lead is now an article of import from Europe into America, and there must be some anxiety on the part of Canadian mining companies regarding tariff revision by the Republican party in the United States, who state that the American market must be preserved for American products.

The Leading Minerals

A brief review of the situation with regard to a few of the leading minerals follows:

The asbestos mines of Quebec have continued active during the year. The demand was brisk and the price good. There was an unfortunate scarcity of cars and the industry was affected by a shortage of labor and by strikes of short duration, but on the whole the production was highly satisfactory. By surface work, tunnelling and diamond drilling large reserves of pay rock have been blocked out, so that the life of the industry is assured for many years. The mining of chromite has assumed sturdy proportions; one company was active throughout the year, and another company began milling operations in August. Both are now engaged in mining and milling nearly to capacity. The rated capacity of the two mills is 275 tons of ore per day; a ton of concentrates is produced from six to eight tons of ore.

The output of coal in Nova Scotia is still hampered by shortage of productive labor and by a marked decrease in recent years in the output per man, so that the production for the year will possibly not exceed that for 1919. In Alberta activities have been lively; the attempts of labor agitators to tie up the industry did not meet with the success they desired and there is a likelihood that the production for 1920 may equal or exceed that of 1918, which amounted to more than 6,000,000 tons, Alberta then taking leading place among the provinces in production.

Copper Production

The greater proportion of the copper produced in Canada came from large deposits at Anyox and Britannia Beach, British Columbia, and the nickel-copper deposits of Sudbury, Ontario. The production from Sudbury is dependent on the market for nickel. The deposits of British Columbia were not worked to capacity. Low grade ores are usually worked at a small margin of profit; the heavy slump in the copper market late in the year may therefore have a very depressing effect on the industry. As an offset to this there will follow a decrease in the cost of supplies, an increase in available labor and an increase in labor efficiency, but these ameliorating conditions unfortunately suffer from considerable lag.

The starting of mining operations in October by the Canada Copper Corporation on Copper Mountain in southern British Columbia is the passing of another milestone in the progress of the copper mining industry of Canada. Several million dollars have been spent in the development of a large body of ore of low grade, in the erection of a concentrator, in the construction of a railway through very difficult mountainous country, and in the extension of a power

transmission line. The ore runs about 2 per cent. copper and carries small quantities of gold and silver. The concentrates will be treated at the smelter of the Consolidated Mining and Smelting Company at Trail. Power is obtained from Bonnington Falls, 190 miles distant.

Gold Mining

In spite of shortage of labor and the high cost of supplies, gold mining has been actively pursued at Porcupine, the main gold district of Canada, and at some of the neighboring camps. The production of gold in Ontario during the first nine months of 1920 was 424,000 ounces as compared with 366,000 ounces during the same period in 1919. Placer mining in Yukon territory suffered on account of low water. The high cost of operating forced the Hedley mine, one of the most important gold mines of British Columbia, to suspend work. The gold mines of Ontario were forced to operate much below capacity, but with the easing in the labor stringency, however, they may be able to approach more nearly to capacity. Large reserves of ore have been developed and the milling capacity is great; as the factors impeding progress are removed by changes in economic conditions the gold production of Canada should therefore reach a very high figure. A temporary delay is occasioned by a limitation of power due to the dryness of the season.

The nickel industry, which was in a thriving condition during the first half of the year, was affected by the general depression that came over industrial enterprises towards the end of the year, and there has been a slackening in production. This is due probably in large part to the falling-off in the manufacture of automobiles. There are now three operating companies with furnaces in the Sudbury district for smelting the ore. During the first nine months of the year 809,000 tons of ore were smelted, the total output of nickel-copper matte being 44,922 tons as compared with 30,942 tons for the first nine months of 1919.

Considerable attention is being given to an occurrence on Bear River, north of Lac du Bonnet, southeastern Manitoba, of a body of mineralized norite strikingly similar to the Sudbury norite in origin and character. The economic minerals are chalcopyrite and nickeliferous pyrrhotite. Analyses have been made of a number of samples with the following results:

	Maximum.	Minimum.
Copper ...	3.60 per cent.	0.68 per cent.
Nickel ...	1.68 per cent.	0.29 per cent.
Platinum metal, oz. per ton	0.03 per cent.	0.01 per cent.

The deposits will probably be tested by diamond drill this winter.

Oil Discoveries

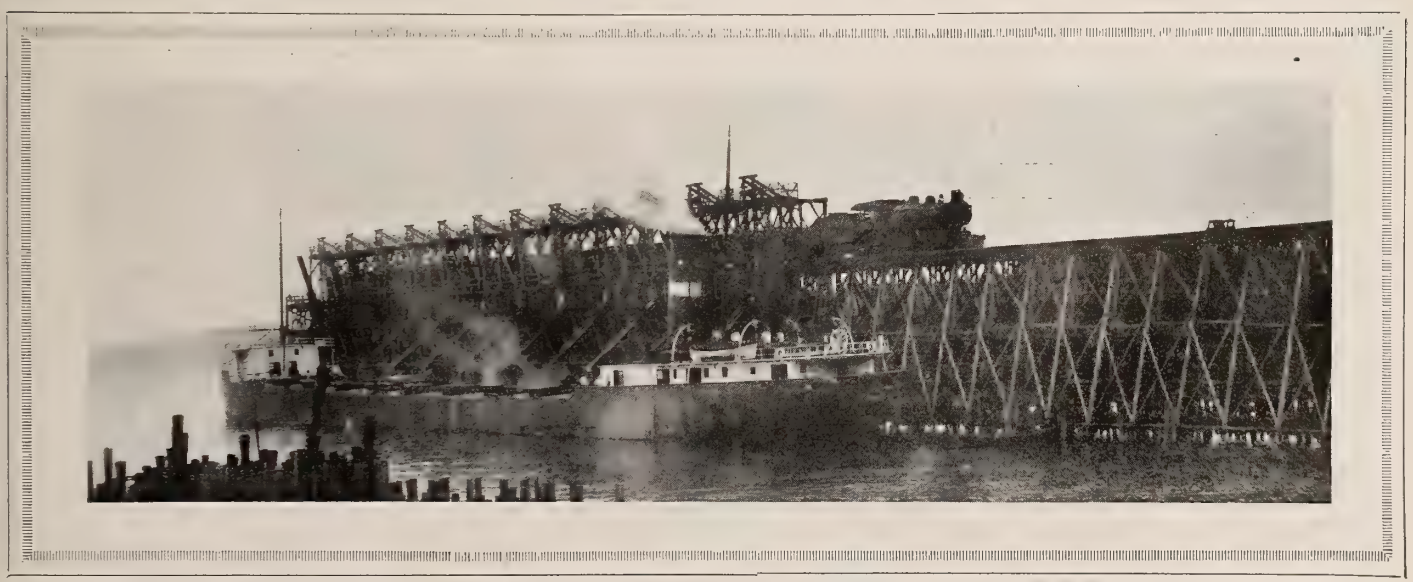
An event that has excited great interest is the discovery of petroleum by the Imperial Oil Company in a well drilled near Norman on Mackenzie River. The strength of the flow is a matter of great encouragement, but the remoteness from a market and the serious difficulties of transportation raise misgivings as to the commercial value of the discovery. Notwithstanding this, it must be considered an event of great moment in the history of the mining industry for 1920. It is of great importance because it has demonstrated the fact that petroleum occurs in quantity in the Devonian rocks of this part of Canada. It is from Devonian formations that most of the oil of Ontario is derived. The occurrence of seepages from rocks of this age in the Mackenzie basin had led geologists to believe that oil might be struck by drilling, a belief that has been confirmed by the events at Norman. Rocks of Devonian age are of very wide extent in Mackenzie River basin, stretching from near the mouth of the river southward to beyond Lake Athabaska. On Athabaska and Peace rivers they are overlapped by younger cretaceous sediments.

As pointed out a year ago there seems to be plenty of money available for prospecting for petroleum. Oil companies of strong financial standing employed a number of geologists during the summer of 1920 to make a careful study of the structural features of the geological formations of the Prairie Provinces and the Mackenzie River basin to ascertain in what localities it is advisable to carry on boring operations. The Imperial Oil Company had several rigs drilling in Alberta and to the north during the summer. Interest is also being taken in the possibility of opening hitherto undiscovered oil pools in Ontario. Several wells were bored on Manitoulin Island and further boring was undertaken in the Dover field.

The extremely high prices for silver prevailing during the early part of the year produced a buoyant optimism in silver mining camps. Although the cost of mining had increased enormously, the advance in the value of silver led to an extension of operations at Cobalt and to the mining of ore of much lower grade than it had previously been possible to mine at a profit; mill tailings and dumps that had been discarded as waste rock were worked over. Renewed interest was taken in the silver deposits of Gowganda and South Lorrain. Silver production in Ontario for the first nine months of 1920 was 7,831,000 ounces, that is, 356,000 ounces more than for a similar period in 1919.

Seeking Silver at Depth

Exploratory work that may prove of great importance to Cobalt is being done at the Crown Reserve mine. A deep boring is being made to test the possibilities of the occurrence of silver ore at depth and to ascertain whether another diabase sill occurs beneath the one with which it is believed the known ore bodies are genetically connected.



Landing Ore at Michipicoten for the Algoma Steel Corporation

A large amount of exploration work was done in Salmon River and Alice Arm areas, northwestern British Columbia. As a result the Dolly Varden of Alice Arm has shipped a quantity of ore during the year. The Salmon River area has been somewhat disappointing, the large low grade deposits not proving as rich as it had been hoped. The Premier mine, however, is preparing to make shipments this winter and is installing a concentrator.

The heavy decline in silver during the last half of the year has been discouraging, and as it has in some cases wiped out, or nearly wiped out, the margin of profit it will probably lead to a curtailment of operations.

When deflation has been completed and price adjustments have been made acceptable to the consuming public there will be a renewal of industrial activities and a revival of reconstructive processes. When this takes place a heavy demand will be made for the base metals and structural materials, and the mines and quarries of Canada with their large developed reserves will be important factors in supplying the demand.

The Metallurgical Industry

By W. B. TIMM

Chief of Division, Division of Ore Dressing and Metallurgy

THE Metallurgical Industry, like all other industries, is passing through a period of uncertainty in changing from war to normal conditions. The cessation of hostilities left tremendous stocks of those metals used for munitions and ordnance purposes on hand, and in some cases over-production has increased rather than diminished during the past two years, owing to the inability of the manufacturers to use up these stocks for industrial purposes.

Those companies producing copper, nickel, zinc and lead find themselves in a peculiar position with the markets down to almost pre-war prices and with very little reduction as yet in the cost of materials and wages. Until there is a marked decline in the costs of materials entering into metallurgical operations and in the wages paid to labor, and until the manufacturing concerns can increase the use of these metals for industrial purposes, these companies will be forced to decrease their production or suspend operations until such time as conditions are more favorable.

Iron and Steel.

The iron and steel industry is in a more favorable condition, in fact the average monthly production of pig iron and steel has increased over that of last year, and compare favorably with the 1916 production, the third year of the war. The following tables bear out this fact:—

MONTHLY PRODUCTION OF PIG IRON IN CANADA,

1916 - 1920.

(In short tons).

	1916.	1917.	1918.	1919.	1920*
January	.....	89,187	74,239	103,963	81,494
February	.....	83,801	78,507	86,840	70,864
March	562,097	103,789	96,848	91,286	77,155
April	.....	100,564	104,331	93,359	86,303
May	.....	108,891	104,867	83,059	97,593
June	.....	99,998	103,037	66,470	89,258
July	92,012	93,499	109,723	60,927	94,417
August	87,864	100,727	96,164	67,404	104,482
September	102,744	100,690	95,102	56,806	104,922
October	113,608	103,277	106,962	56,049	.....
November	104,436	97,905	106,585	73,092	.....
December	106,496	87,152	119,186	78,526	.....
	1,169,257	1,170,480	1,195,551	917,781	.....
Average monthly	97,438	97,540	99,629	76,482	.....

* Subject to Revision.

MONTHLY PRODUCTION OF STEEL IN CANADA,

(Including Ingots and Direct Castings)

(In short tons).

	1916.	1917.	1918.	1919.	1920.
January	.....	130,991	145,808	120,297	102,709
February	.....	120,674	138,975	100,531	94,245
March	589,553	152,420	158,234	111,793	109,027
April	.....	139,734	166,612	83,445	103,578
May	.....	155,411	174,275	77,146	100,965
June	.....	137,161	165,973	76,185	101,935
July	100,817	139,222	165,022	73,536	105,394
August	107,273	145,934	170,495	60,226	117,460
September	113,411	149,000	166,725	66,894	110,369
October	123,469	161,297	184,115	73,716	.....
November	124,431	158,122	129,255	92,328	.....
December	116,265.	155,967	117,965	97,789	.....
Average monthly	106,268	145,494	156,954	86,157	105,931

For some time past the people of British Columbia have been asking for Government assistance in connection with the establishment of an iron and steel industry on the Pacific Coast. Such an industry could not be confined to British Columbia with her limited markets, but would necessarily have to include the Pacific Coast States.

Experimental work has been conducted on the electrical smelting of the British Columbia ores, and it is reported that a company operating at Seattle, Washington, is producing a high grade of iron from these ores. The most promising report is that a company has been formed, backed by British capital, which is now looking into the resources of iron, coal and limestone of the province, and if sufficient quantities are obtainable, propose erecting a large iron and steel works on the lower mainland.

In Ontario, the situation is unchanged with the exception that the Algoma Steel Corporation are making an addition to their plant. A new structural mill is being built for the manufacture of shapes, etc.

The United States Steel Corporation's plant at Ojibway is under course of construction.

In the Maritime Provinces, the Empire Steel Corporation has been formed, consisting of the amalgamation of several of the older companies, making a strong combination which should be in a position to compete with the large American steel companies in the world's markets, and thus enhance Canada's trade with foreign countries.

In February last the Dominion Iron and Steel Company put into operation their new ship-plate rolling mill. On the successful operation of this mill will depend to a large extent the advancement and extension of the Canadian shipbuilding industries.

During the past year numerous articles have been written in the press and mining journals advocating assistance by the Government in the payment of a bounty on the iron ores mined in Canada, with the object of making Canada independent of the United States for her iron and steel. The arguments for such a bounty have been given added weight from the fact that the large iron corporations in the States realize that the high grade iron ore of the Lake Superior region has a limited life, and attention is now being given to their low grade ore bodies, of which Canada has a number of similar occurrences. The Mesabi Iron Company have demonstrated in an experimental plant at Duluth, that these low grade bodies can be worked economically and have installed at Babitt, Minn., a commercial plant to treat these ores on a large scale. The assumption is that with Government assistance a number of our low grade bodies could also be put on a commercial basis and thus help to make the country independent for her iron ore supply.

Experimental work is being conducted by Professor Alfred Stansfield, of McGill

University, and by Mr. J. W. Moffatt, of Toronto, on the reduction of low grade iron ores in a metallizing furnace, converting the iron content into sponge iron and finishing in an electric furnace. These experiments are interesting and may be the means of utilizing to some extent at least our low grade iron ores.

Ferro-Alloys

One of the results of Canada's efforts to supply those products necessary for the successful prosecution of the war has been the creation of a ferro-alloy industry. Ferro-silicon was produced by the Electro-Metals Company at Welland, Ont., Ferro-molybdenum by the Tivani Electric Steel Company at Belleville, Ont., and by the International Molybdenum Company at Orillia, Ont., and Ferro-manganese at Orillia, Ont. Our steel works are now using many of these alloys in the manufacture of manganese, chrome, copper-nickel, and other castings which were for the most part imported previous to the war. The alloy "Stellite" is a Canadian product used extensively for tool steel and other purposes.

Copper

Canada has been making progress in the development of her copper resources. The introduction of oil flotation as a successful process for the concentration of low grade ore bodies has assisted materially in this development. The Britannia Mining and Smelting Company at Britannia Beach, B.C., were the first to adopt this process on a large scale. The Granby Consolidated Mining, Smelting and Power Company at Anyox, B.C., propose installing a flotation mill to treat their low grade Hidden Creek ores. The Canada Copper Corporation have completed and lately put into operation a large concentrator using flotation. The Consolidated Mining and Smelting Company of Canada, Trail, B.C., have found the process successful for the treatment of their Rossland ores, and a large concentrator is under course of construction. Flotation will also probably be used for the concentration of the low grade ores of the Flin Flon Mine in North-western Manitoba. It has been in successful operation at the Eastern Mining and Milling Company's property at Eastman, Quebec.

Enlarged Their Refinery.

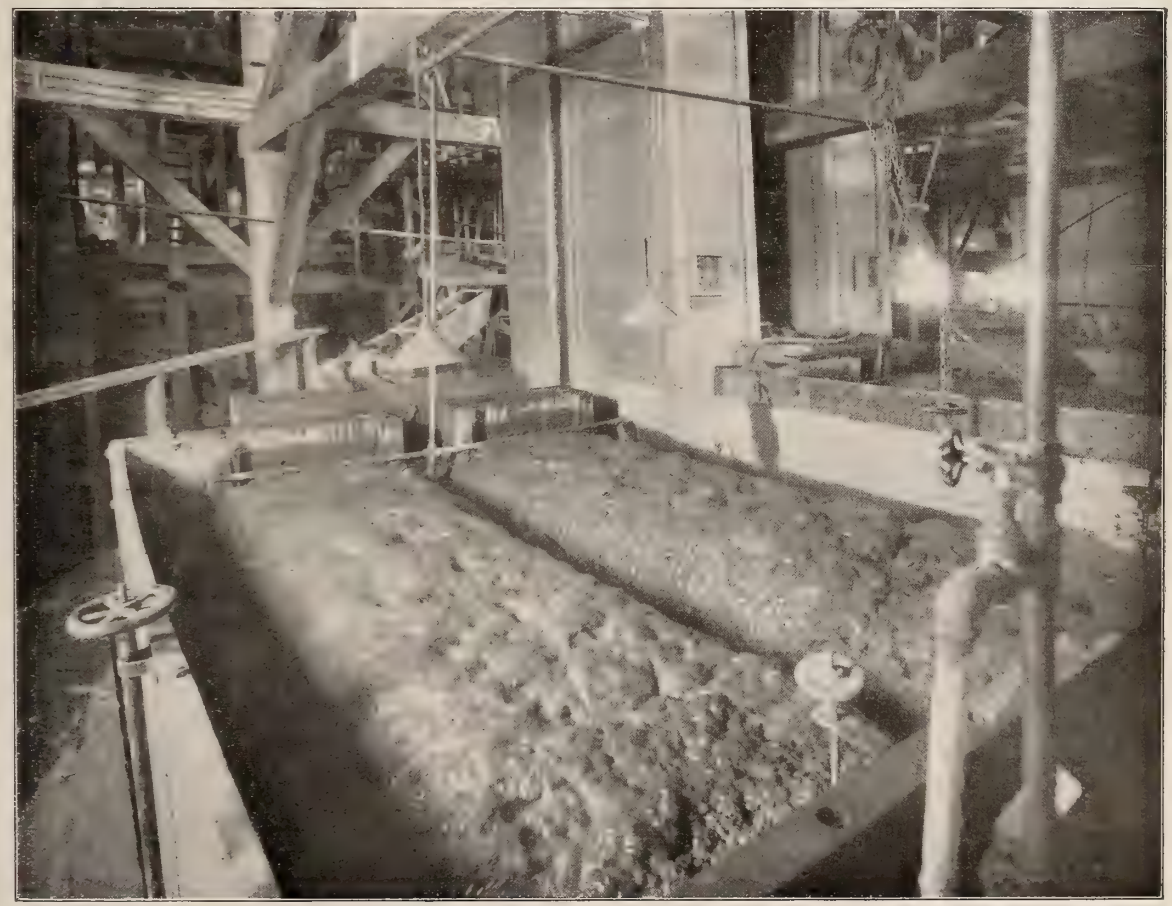
During the year the Consolidated Mining and Smelting Company of Canada have enlarged their copper refinery in order to handle the concentrates of the Canada Copper Corporation and those from the new concentrator, mentioned above, for the Rossland ores. A rod mill has been installed, which represents an entirely new line of industrial activity for this Company. Heretofore copper has been exported to the United States, rods produced, and the material reshipped to Canada for conversion into copper wire. This marks a further advance in the independence of Canada, as far as this particular metal is concerned.

Nickel

Canada produces 85 per cent. of the world's requirements of nickel, and the production was greatly increased by its use for armour plate, ordnance and projectiles. It has been found, however, that the metal can be used for many other purposes, and its value in industrial steels is rapidly growing. It is used in the manufacture of rails for terminal points, automobile steel, safe steel and for structural steel requiring great strength and resistance under heavy duty.

The three principal producing companies are the International Nickel Company of Canada, with smelting works at Copper Cliff, Ont., and refining plants at Port Colborne, Ont.; the Mond Nickel Company, with smelting works at Coniston, Ont., and refining plants at Swansea, Wales; and the British America Nickel Company, with smelting works at Nickelton, Ont., and refining plants at Deschenes, Que. The works of the latter company are comparatively recent; the refinery at Deschenes being put into operation during the early part of 1920. At these works the Hybinette method of electrolytic refining is used, which requires a large amount of electric power. This power is being supplied by the Hydro-Electric companies in the vicinity of Ottawa. Besides the refined nickel and copper produced, the companies recover to some extent the small amounts of precious metals, such as platinum, gold and silver in the ores.

The Deloro Smelting and Refining Company at Deloro, Ont., and the Coniagas Reduction Company at Thorold, Ont., have been operating during the year on the reduction of the ores, concentrates, etc., from the Cobalt mines and mills, and the ores from the Gowganda district. They have been producing silver bullion, cobalt and nickel oxide, metallic cobalt and nickel and



Callow Pneumatic Flotation Cells in Operation, Showing Concentrates Passing Over in Froth

white arsenic. At the works of the Deloro Smelting and Refining Company the alloy Stellite is produced, and the company is installing a cutlery plant for the manufacture of cutlery, surgical instruments, etc. Owing to market conditions these companies have been forced to curtail operations to some extent. The diminishing supply of ore from the Cobalt District will have the effect of decreasing the production of their reduction products.

Lead and Zinc

The foremost producer of lead and zinc in Canada has been the Consolidated Mining and Smelting Company, Trail, B.C. The advancement of this industry has been due to their efforts to treat commercially the lead-zinc ores of British Columbia, a great number of which are of a complex character. A process has been developed for the ores of the Sullivan Mine at Kimberley, B.C., one of the largest zinc-lead mines on the continent, and an experimental mill has been in operation for some time on the separation of the lead, zinc and iron sulphides in this ore. A large plant is to be installed for this purpose. The successful operation of the electrolytic refinery depends to a large extent on the separation of these minerals. The products of the Trail plant are electrolytic lead, zinc, and copper, copper rods, as well as a considerable quantity of silver and gold.

A concentrator has been built at Maus Creek, Fort Steel, B.C., to treat the silver-lead-zinc ores of the Victor Mine.

A process has been developed to treat the silver-lead-zinc ore of the Standard Mine, Silverton, B.C., by preferential flotation, and a small plant installed to test out the process on a commercial scale.

The old Lanark Mine at Revelstoke has been reopened, considerable ore blocked out, and a small concentrator erected to treat the silver-lead ores from the property.

In Eastern Canada the Federal Lead Company are making arrangements to build a concentrator to treat the lead-zinc ores of Gaspe Peninsula, Quebec.

Other Metals

In the manufacture of sheets, cans, etc., Canada consumes a considerable quantity of tin metal, which is imported into the country. The Electro-Tin Products Company have installed at Brantford, Ont., a small electric smelting and refining plant for the reduction of tin ores to the metal. Ores are imported from Bolivia.

At Shawinigan Falls, Quebec, the Northern Aluminum Company are producing aluminum from ores imported from the United States. A mill for the manufacture of wire and cables is operated by this company.

Golden and crimson sulphides of antimony are produced at Lake George, N.B. The North American Antimony Smelting Company propose erecting a flotation mill to treat their low grade ores.

The concentrating plants operating on the ores of molybdenum have been closed down. Canada produced during the war a considerable quantity of molybdenum concentrates which was reduced to ferro-molybdenum and also exported to France, England and the United States. It is to be hoped that this industry will revive during the coming year.

The Precious Metals

There has been increased activity in the production of gold and silver. This has been due to the high market price for silver, the certainty of obtaining material and supplies and an increased supply of labor. Several new mills have been put into operation in the gold mining districts of Northern Ontario, and we can confidently expect a greater activity during the coming year.

The new silver areas of the Stewart District, B.C., and of the Mayo District, Yukon Territory, may make up for any decrease in the production from the Cobalt District.

The closing down of the Hedley Gold Mining Company's plant at Hedley, B.C., and the gradual decrease in the gold production from the placer grounds will affect the gold production in British Columbia. This will be counter-balanced to some extent by the production from the Rossland ores of the Consolidated Mining and Smelting Company of Canada, and the renewed activity of several companies who have started operating on the old gravels with improved methods. With the advent of better labor conditions, the Hedley Mines may be able to resume operations.

The Non-Metallic Minerals

Canada has been exporting to the United States during the last few years a considerable quantity of magnesite from Grenville County, Quebec, in the form of crude, calcined and dead-burned. Magnesite is a basic refractory material essential for the lining of open hearth and high temperature electric steel and alloy furnaces. The war having shut off all supplies of Austrian and Grecian magnesite, this new industry was developed and efforts are being made to maintain it now that the European supply is again obtainable. The new plant of the North American Magnesite Company at Calumet, Quebec, has lately been put into operation for the production of dead-burned sinter. Although the Canadian magnesite is much higher in lime content than the Austrian or Grecian, it has been found when properly treated to compare favorably with the latter for rammed or burnt-in linings in the above furnaces.

The introduction of flotation has had the effect of reviving the graphite industry in Canada, and several of the old mills have changed over their methods of operation and installed flotation units as part of their plant equipment. The adoption of this process has simplified the methods of operation; a higher grade product is now produced, with a higher recovery of the carbon content. The Quebec Graphite Company at Buckingham, Quebec, have remodelled their mill and are producing No. 1 Flake for crucible purposes, a product for foundry facings and are putting on to the market many graphite preparations, such as lubricants, stove polish, and others. The Black Donald Graphite Company, Calabogie, Ont., have increased the grade of their product by the addition of a flotation unit. Another plant using flotation is that of the Timmins Graphite Mines, Westport, Ont.

The Outlook for 1921

Canada's future prosperity depends largely on her ability to develop her natural resources. She has vast areas of unexplored country awaiting the prospector, the geological formation of which is favorable to the disposition of minerals, coal, petroleum, and gas. Large ore bodies of the metals and occurrences of the precious metals have already been discovered, inviting exploitation and development by capital. There are the silver-lead ore bodies of the Mayo District, Y.T.; the silver-lead-zinc-copper ore bodies of the Stewart District, B.C.; the copper deposits of the Alice Arm District, B.C., and the Coast Range; the lead-zinc ore bodies of the Kimberley District, B.C.; the copper deposits and gold occurrences of Northern Manitoba; the gold areas of Northern Ontario; the iron areas of the Lake Superior District; the lead-zinc ore bodies of the Gaspe Peninsula; the coal areas of Alberta and British Columbia; the lignites of Saskatchewan and Manitoba; the oil and gas fields of the Mackenzie River Basin and the Peace River district, and many others. The unrest and instability of foreign countries should result in capital investing in a country where conditions are more stable and favourable.

The steady decline in the world's production of gold will have the effect of stimulating prospecting, and with an increased labor supply and a lowering cost of materials and supplies we can expect an increased production of this precious metal. The metal markets have already declined to almost pre-war prices, and with the adjustment of wages and the cost of materials and supplies, the companies producing base metals will be in a position to operate at full capacity.

Expect Renewed Activity

The country as a whole is anxiously awaiting the return to normal conditions, and when this time arrives, we can expect a renewed activity in all metallurgical operations. The uncertainty will be gone, capital will be able to figure on the cost of production, and in this country, with its many possibilities, we can confidently look forward to a new era of prosperity, advancement and development.

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PULP AND PAPER INDUSTRY

Mills at Full Capacity

By F. J. Campbell

Canada Paper Co., Limited, Windsor Mills.

THE pulp and paper industry shows little tendency to yield to the era of deflation common in many lines of business, the reasons being that the demand for its products, for the most part, still outstrip the supply, the prevailing prices of raw materials and of wages for labor, together with an almost total lack of accumulated stocks either in the hands of the manufacturers or the consumers. There is a falling off in orders in some lines due to hesitancy on the part of buyers to stock up in what they believe to be a declining market. The universal breakdown in exchange also threatens seriously to hamper the export trade Despite these factors pulp and paper manufacturers in Canada do not anticipate any precipitate liquidation of prices. Reductions, if any, will come gradually, they say, and be governed entirely by conditions of the moment.

Raw materials and wages have been abnormally high during the year. There is some tendency on the part of the former to soften, but wages are unlikely to fall to any material extent for some time, if at all. There is hardly any unemployment in the industry, although woodsmen are more plentiful than for several years past. The markets for the industry's products throughout the year have been exceptionally good and price movements for finished products showed a steady upward trend for the first ten months. Deflation, as already stated, has been in evidence in a few lines only, but for the more staple products, such as high-grade pulps and printing papers, prices show little or no recession. In some instances advanced prices will prevail for the first quarter, at least, of the new year. Developments in the export markets, except in the United States, are hampered badly by the existing exchange situation, while even in the United States our export trade is affected by the lower value of European funds as compared with Canadian.

Practically all of the mills have been operated to capacity throughout the year, except where temporary conditions such as low water, have kept down production. The outlook for 1921, with the exceptions noted, is a favorable one with the promise of a largely increased production as the result of new mills and new machinery now being erected or installed being brought into operation. Any prolonged or pronounced period of general depression, however, is bound to be reflected ultimately in this industry as in others, the market for its commodities depending altogether upon the prosperity of business in general.

State of Market Good

By Geo. H. Millen

The E. B. Eddy Co., Limited, Hull.

OUR supply of raw materials is ample. Price trends, generally speaking, are downward, though there are some exceptions, such as bleaching powder and sulphate of alumina, which are much higher, as also pulpwood.

Labor supply has been all that was necessary, but efficiency has not been up to what it was when wages were lower, The latter vary according to trade or occupation, but all are very much higher than they were a year ago. The number of employees is about the same as a year ago.

The state of the market in 1920 for our goods has been A1. During the last two months, however, we have been troubled with low water, in consequence of which our production has not been up to usual and in some cases we have been unable to fill orders. While in some lines, paper for instance, the price has a tendency downward, there are other lines, which we manufacture, which cannot at present be reduced.

As far as our own business is concerned, while very little exporting was done a year ago in any particular line, we have done considerable exporting of newsprint to the United States in 1920. Outside of this there has been very little development in the export field as far as we are concerned.

We are unable to say very much about the outlook for 1921, but it does not look as promising to us as it was a year ago.

Contracted to Capacity

By George Chahoon, Jr.

President, Laurentide Co., Limited, Grand' Mere, P.Q.

PRICE trend in the material going into the manufacture of newsprint paper is pretty stationary; that is, our wood is cut for two years in advance of the time of using. We therefore have on hand about two years' supply of wood on the pile and in the river, and the logs we are making this year are costing fully as much as the supply on hand; other supplies, with the exception of coal, do not materially affect the cost of newsprint paper.

We have sufficient coal, purchased at last summer's prices, to run the mill full until the late spring or early summer. Labor conditions are about normal; we have a very small turnover as most of our employees are local and they are employed in the mill continuously.

We just finished building a new paper mill of capacity of about 150 tons and, with the exception of some classes of skilled labor, we have had no difficulty in securing a sufficient quantity, but there has been no indication of a surplus. There is no unrest with the employees in this industry that I know of; the wages are high and seem to be sufficient to give the men the impression that they are being well looked after.

The markets for the newsprint paper, which is the major portion of our production, have been exceptionally good during the year 1920. The mills have run considerably above their rated capacity. This has also been true of both sulphite pulp and ground wood pulp. The prices have been very regular. We manufacture on yearly contracts; the prices on these are adjusted every three months; we make nothing for the spot market, which is the only portion of the newsprint market that has fluctuated.

There really has been no deflation in the newsprint industry, and personally I

do not believe there is any reason to expect any deflation. The newspapers have been so prosperous these past three years that they have increased the demands made upon the manufacturers until there was not sufficient paper manufactured to satisfy their wants. Undoubtedly, if general business should fall off, there would be some decline in both advertising and circulation, but I feel that this will not exceed the amount of shortage at the present time.

There are no new developments in the export field aside from the present temporary embarrassment in getting payments on export shipments. The reason that there have been no developments is largely due to the fact that the home market consumed all of the paper that was manufactured here. I think, however, the overseas shipments were maintained at about the normal rate.

The outlook for 1921 is good. All of the newsprint mills are contracted up to full capacity and they have the assurance of the publishers that they expect to use the full amount of their contracts.

Seller's Market Coming

By H, Crabtree

Howard Smith Paper Mills, Limited, Montreal.

IN so far as our own raw materials are concerned, there has been somewhat of a slackening during the past two months, but there are absolutely no signs of a demoralized condition setting in. There seems to be a firm undertone, as stocks on hand are, comparatively speaking, very small. Prices have not declined to any great extent, although, in common with all other commodities, there undoubtedly will be lower prices over the next six months than have obtained during this year.

The supply of labor during the past year has been very short, and the efficiency of that labor which was available was correspondingly low, as is only the natural sequence of such a state. The present conditions of labor, in so far as the employers are concerned, is much better, due to the shutting down of a great many industries and the suspension of new construction. Owing to the present uncertainty there is considerably more labor available now than there was at any time during the year, and those employees who find themselves with steady work at this time are very loath to lose their positions, hence are giving better efficiency than they were.

The state of the market for our goods, up to quite recently, was most extraordinary We could not begin to cope with the demand. We still have plenty of orders on our books, although there has been, for some time, a very marked falling off of orders, particularly from the export field. This falling off in foreign markets, however, is largely due to the financial stringency existing in those countries. The prices of our finished product have not been affected as yet, but will follow raw materials and costs of labor.

Large developments were made in the export field during the past year, but, as stated above, we have not been pushing this business for some time, due to the financial position of foreign countries.

Our own view of the outlook for next year is that in February or March we shall see a decided change for the better. It could be summed up that whereas we are now operating in a "buyer's" market, from that time we feel we shall again have a "seller's" market, although we do not believe the peak in prices will be reached such as was attained during this year. However, we believe that business on the whole will be satisfactory.

An Extraordinary Demand

By H. F. E. Kent

Kinleith Paper Mills, Limited, Toronto.

THE supply of raw materials for papers up to the last two or three weeks has been very scarce. This was caused by the unusual demand for pulp from abroad and the United States. Prices of raw materials advanced about 25 per cent. from January to the first of June, and after that date advanced very rapidly within the next two or three weeks from 50 per cent. to 100 per cent. These prices have slightly receded within the last month.

The supply of labor was not good for the early part of the year and it was found necessary, during the month of May, to increase wages about 50 per cent., but since that time, owing to the falling off in other trades, it has been much easier and we are now getting



The Modern Plant and Model Town of a Canadian Paper Manufacturing Company

greater efficiency from our staff than we were previously.

The demand for paper during this year has exceeded anything in the past. In 1916 there was an extraordinary demand for paper, but the demand during 1920 has far exceeded the demand of that or any previous year.

Prices of finished product started to advance the first of the year and by gradual increase had reached by the first of July an increase varying from 50 per cent. to 100 per cent. according to the grade. The level reached by the first of July has held pretty well up to the present time.

The process of deflation in the paper market is looked for, but has not yet started to any extent. However, as raw material recedes in price, the finished product will gradually drop with it and get back to a more normal basis.

During this year there has been no development in the export market. We believe that it will be found that there was less exported this year than in previous years. This is due to the extraordinary demand by the home market, and although at times the mills could have secured better prices for export than they could at home, they did not take advantage of the situation but saw that their own market was taken care of first.

With regard to the outlook for 1921, at the present time there are not many orders being placed, the tendency being to hold off with the expectancy that prices will drop. The mills at the present time have sufficient orders to run them several months ahead, and the only trouble with the holding off will be that when the demand comes, the orders will be all rushed in at once and will create a false market, and prices will increase. If the consumers of paper would order normal requirements and spread out these requirements, the mills are well enough equipped to take care of them, but if every one comes in the market at once, as there is a likelihood that they will, there is going to be a temporary shortage of paper at greatly increased prices.

The Brush and Broom Industry

By L. W. SIMMS

President, T. S. Simms & Co., Ltd., St. John, N. B.

BRISTLES have remained firm in price in spite of the downward trend in many other commodities, doubtless due to two factors. First, there has been no sign of over-supply of brushes on the market, all manufacturers in the United States and Canada being very busy; and, there having been practically no comeback in the way of supplies from Russia, which formed such a large part of the annual production in years gone by, other sources have met with a keen demand.

The past year has seen some very sharp advances in the bristle market. There was more room for them here, in order to bring them up to a level with other prices, owing to the fact that these, as well as other brush supplies, lagged far behind the general advances in the years of the war.

Some of the minor items in the way of the cheaper brush fibres have eased off a little of late, but, as prices of brushes have remained stationary for about six months, these slight reductions have not offset other increases in cost, which have not been reflected in the prices.

The labor supply has become much more plentiful in the last few weeks and, we believe, there is a decided improvement in efficiency as far as the will to work is concerned. Unfortunately, however, we are now beginning to pay up for the long period in which it was impossible to obtain junior employees who would endeavor to acquire a trade, and consequently, the dearth of skilled artisans is becoming more and more acutely felt, especially in those trades such as skilled wood-workers, where men alone can be used.

Wages advanced decidedly and continuously for the first few months of the year, but have remained pretty much stationary throughout this fall.

In the broom business there has been a decided falling off in trade all over the continent, largely due to the fact that brooms seem to be always a commodity in which the trade from the wholesaler to the consumer tends to speculate. That is, if the broom corn crop seems to hold out a probability of higher prices, everybody will stock up all they can afford to stock and the consumer is likely to buy two or three brooms. If, on the other hand, there seems to be any possibility of a decline in the broom corn market, the wholesaler will get down to the last dozen pretty near, likewise the retailer, and the consumer will wear his brooms down to the strings. The latter being the general idea of late, most of the factories, I understand, have been nearly, if not wholly, closed down. Fortunately, we have been able to use any labor not wanted in this department in the brush end of our business, so that no labor has been laid off, both present and future orders in the brush business demanding the exertion of every effort in production. It is generally felt that, as stocks are universally low in the broom business, this industry will pick up materially after the first of the year.

There seems to be little doubt that, just as soon as any activity is manifested in the broom business, the very real scarcity of anything like good or medium quality corn in the hands of the growers or the brokers will decidedly stimulate the price as soon as the manufacturers start buying. The price of brooms is now lower than it has been for some two or three years.

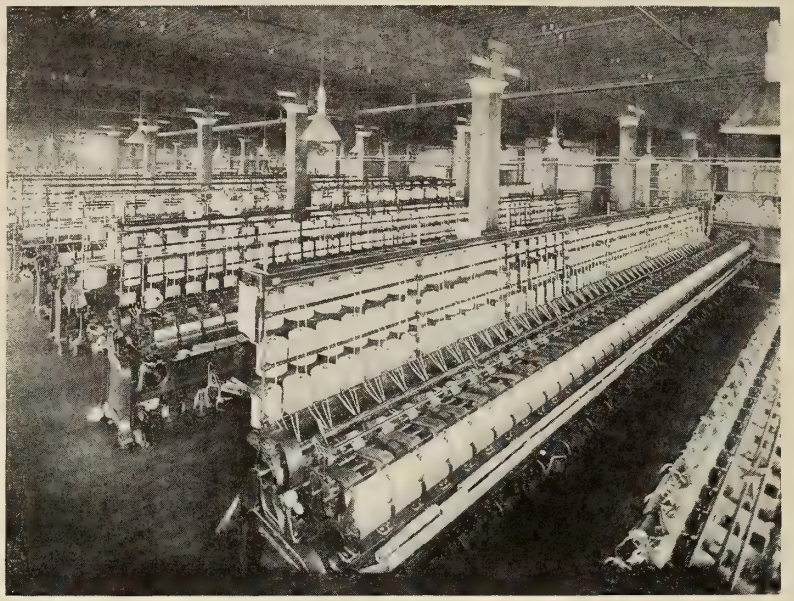
It is difficult to forecast the prospects for many months in advance during these times, but if one may venture to do so for the period from now to early spring, appearances seem to indicate: first, in corn brooms—the weather conditions having been exceedingly bad during the harvesting of the crop in the Middle Western States, there probably will be a good deal off-colored and damaged corn available this year, which will make it possible to offer a cheap off-colored broom at low figures throughout the season. There seems to be no doubt, however, that a medium or good broom will not be any lower than it is at present and that there is every prospect that an advance in price will take place as soon as the activity following on the exhaustion of stocks, already very low, compels the manufacturers to start purchasing again.

Second—Brushes. The largest field in this line, especially in Canada, is probably in paint brushes. This is largely controlled by the amount of painting done. It is well known that there has been more painting done this fall in most localities than has been the case for several years. Painters inform us that they have had to carry over the winter many orders for outside painting, which the owners had hoped to have done this fall. In spite of the increased activity along this line, the country is still in crying need of paint, much of the property having gone far beyond the point where economy demanded attention.

In many industries, such as in the paint line, increased demand could be fairly rapidly met by increased production through mechanical means. In the brush industry, there still being a very large amount of skilled hand labor necessary, it has not been possible to meet increased demand by rapid increase in production; consequently, in spite of the fact that the industries in this field are all busy, there seems to be no sign of an over-supply anywhere, but on the contrary, we are no exception to the rule in that we have still several months' business on hand, which is a normal condition at this time of year in the brush business in anticipation of spring activity.

It would seem, therefore, that with the bristle market remaining firm, with activity everywhere manifested in the industry, and in view of the fact that the spring is always the keen time of demand, there is very little likelihood of any downward trend in prices, at least until next summer.

Demand continues good from the export field, although temporary financial uncertainty is a factor in the situation.



THE TEXTILE INDUSTRIES

Anticipates Healthy Revival

By R. G. Tolmie

Canadian Cottons, Limited, Montreal.

THERE has been a steady decline in the price of raw cotton during the past four or five months, which has had the usual unsettling effect upon trade. The cotton crop in the United States is larger than it has been for several years. This, coupled with the almost universal curtailment in manufacture, will assure an adequate supply for mill requirements this season.

Labor conditions are easier than they were a year ago. There is now an abundant supply of unskilled labor, but there is no surplus of experienced operatives. Wages remain at the highest point in the history of the industry. Full time employment has been the general rule throughout the cotton industry in Canada, in contrast with short time that has prevailed in many mills in the United States and in Great Britain.

The demand for goods during the first half of 1920 was in excess of production, and forward orders placed at that time have helped to keep our mills operating during the past few months when a marked falling off in new business was noted. Mill prices of finished goods have declined in keeping with the reduced cost of raw cotton, and are now at the lowest level which present cost of production will permit. We are, however, inclined to look for some further liquidation by retailers with whom revision of prices downwards has not kept pace with mill reductions.

With a return to normal prices, we now look forward with every confidence to a healthy revival in business conditions in 1921. The world's shelves are really bare of goods. Manufacturers cannot afford to take chances, and are curtailing production of anything but goods actually sold. Meanwhile consumption by the general public goes merrily on, and although undoubtedly restricted by a certain amount of unemployment, this consumption has been exceeding production. The ultimate outcome is obvious.

Deflation almost Completed

By H. Quarmby

The Guelph Carpet & Worsted Spinning Mills, Limited, Guelph.

CONDITIONS in both carpet manufacturing and worsted yarn spinning remained satisfactory until about two months ago, when the slump which commenced in the United States during the early summer made itself felt in Canada and business people lost confidence, with the result that buying practically ceased. We believe, however, that price deflation has almost been completed, and we are looking forward with confidence to the New Year, when a large business will doubtless be done on a lower price basis.

Wages increased 15 per cent. during 1920, but it is difficult to believe that this level can be maintained in view of lower prices prevailing everywhere.

We are firmly of the opinion that the supply of merchandise has not caught up to the demand but the difficulty of financing has made it almost impossible to trade with many of the European countries. If a satisfactory financial policy could be formulated whereby business could again be transacted with such countries as Russia, Belgium, France, Roumania, Greece, etc., we believe the demand for goods would surprise the most optimistic business men.

Conditions are Reversed

By W. Tinker

Canadian Woollens, Limited, Peterborough.

CONDITIONS in the woollen trade this year are practically a complete reversal of conditions prevailing last year at this time. There is a very plentiful supply of raw material from all sources, with prices at a very low level. It is rather difficult to determine how low prices are, for no business (except a little for immediate use) is passing at this time, but there are some very substantial reductions.

The supply of labor is all that could be desired. Wages are on the same level as last year, but if present signs are read aright, there is a reduction due in this connection in the very near future. Efficiency of operators has increased owing to the fact that the labor supply is very plentiful. At the time of writing, employment in the woollen industry is very good. A few mills are working short time, but practically all employees have been retained with the view of assisting them over this difficult period. Many mills are working full time, and have prospects of continuing same for a few months.

For the first eight months of 1920 the demand for Canadian-made and imported woollen goods was exceptionally brisk, and manufacturers could not supply the demand. After that time, however, the demand slackened considerably until it is practically non-existent at this time. (Dec. 1.)

The prices of finished products have moved towards lower levels in sympathy with raw materials. It is exceptionally difficult to state whether the process of deflation is complete, but it seems to be the general view among the trade that prices have not yet reached the lowest levels. The feeling that spring will see the revival of business is probably correct.

Very little development is taking place in the export field. The Canadian Woollen Mfrs.' Association have travellers in different parts of the world, but nothing material in the way of orders has developed. An order from Roumania for several million dollars' worth of goods has been hanging fire for several months, and nothing definite has transpired to the time of writing. A large order for the Greek Government has also been spoken of, but the recent change in internal affairs of that country would apparently stop all negotiations for some time in connection with this.

The year 1921 should be a splendid year for the cloth and yarn trade as a whole. One of the largest crops which the Dominion has seen has just been marketed The money to purchase goods is in the country, and although prices

will be lower in the future, business should improve very materially by spring. The main point, to which too much emphasis cannot be given, is that everyone should fulfil their obligations in every respect. Although the meaning of the Golden Rule was expounded thousands of years ago, its observance and application to-day would put business upon a splendid footing immediately.

The Linen Industry

By Wm. Berry

Dominion Linens, Limited, Guelph.

THE supply of raw material, both flax and cotton, is ample, and we think that cotton has struck the bottom for this season. With reference to flax, this is lower in price that last year, and we think that lower prices will still be seen in flax as soon as the flax mills offer their 1920 crop.

We are able to secure all the skilled help required for the operation of our plants, and no reduction in wages has been made. As far as we can see we will be able to run our plant full, and we do not expect to lay off any employees.

The market for our goods during 1920 has been excellent, and we have been unable to take care of all the business offered. Price movements have been normal during the year, but on account of lower raw material prices, reduced prices will be put in effect for 1921. We expect the new price list now being issued to be the prevailing price during 1921.

As to the outlook for 1921, we have a large amount of unfilled orders, and as merchants generally are curtailing their buying in foreign markets, we believe this will result in increased business for our company, when they replenish their stock.

Evil of Cancellation

By Woollen Manufacturer

THE outlook for 1921 is very hopeful if the trade as a whole will not show any panicky feelings. A few words at this time regarding the selfish methods recently adopted by many of the large wholesale houses and clothing manufacturers would be very timely. Nothing in the opinion of the writer so tends to disorganize business and create a panic as the drastic cancellations which have been pouring in on woollen manufacturers, and yarn spinners during the past three months. In the majority of cases there are absolutely no reasons for such cancellations, except an effort to avoid obligations on the part of the concerns placing orders.

During 1919 and the early months of 1920, contracts were entered into upon the same basis as the previous five years. High prices were paid for raw materials, high priced labor transformed these raw materials into finished goods, and without a word of warning these orders were cancelled, and clothing manufacturers and jobbers refused to accept deliveries.

Various reasons were advanced for this action, but the real fact remains that we are now having a falling market, instead of a rising one as has been the case for the past few years, and the clothing manufacturers and cloth jobbers expect that the goods which they cancelled can be purchased at a lower price in the near future. It is a very deplorable state of affairs and reflects no credit on the concerns which are sending in cancellations.

Unfortunately, however, this state of affairs is not confined to Canada. The United States and Great Britain are passing through the same trouble.

There are, of course, exceptions to the above, but the cloth trade as a whole is hurrying for cover and throwing everything back upon the cloth manufacturers and yarn spinners. If all concerns accepted delivery of their contracts there would be no panic. Every concern would then bear its just share of the loss necessary to deflation.

It seems a great pity that there are no courts in existence where manufacturers could get these matters settled without delay. If the Canadian Manufacturers Association could form a committee to which manufacturers and merchants could bring their cancellation troubles, a very great benefit would be conferred upon the trade.

Will be Quick Recovery

By Cotton Manufacturer

THE state of supply of manufactured goods in our lines is not very large, as production has been largely curtailed and consumers and manufacturers have not been making purchases. The result has been in our case, that we have discontinued night work entirely and are about to arrange to largely reduce regular day work. Prices of raw cotton, in my opinion, have about reached the bottom and within a short time will be advanced considerably. I anticipate quite an increased demand for goods in our lines within the next month or two, not only in Canada, but in the United States. The natural result will be more demand for cotton and, therefore, increased prices.

Supply of labor at present is ample; in fact there are hundreds of hands out of employment. This results, naturally, in increased efficiency. I estimate that at the present time five hands will do the same work that it required seven hands to do during the past several years. They all know now that they have got to scratch gravel. We have been weeding out the drones and replacing them with more reliable and efficient hands.

We have reduced wages during the past two weeks 15 per cent., and further reductions will be necessary unless trade conditions improve at an early date. Incidentally, we have also reduced our office staff by several hands, but this is the limit as far as that is concerned, as we are now down to the minimum necessary for conducting our office business satisfactorily.

The state of the market for our goods during 1920 was excellent up to October, when the landslide began, and since then there has been practically no demand for goods in our line, but my opinion is that the less the demand at the present time and the longer the present slump continues, the quicker will be the recovery. My opinion is that by February and March we will have quite a revival in business. As soon as cotton advances and consumers and manufacturers hear of others in their lines beginning to purchase they will all jump in for fear they will get left and not be able to obtain their supplies for later requirements.

I believe the process of deflation in our lines has been completed. This deflation would not have been so acute in Canada if it had not been for certain United States manufacturers in our lines slaughtering their goods in order to raise money. In many instances these goods have been sold much below present cost of production, but this condition cannot continue much longer.

My view of the outlook for next year is optimistic. The present deflation has resulted in everybody withdrawing from the market and has caused a scarcity of goods, and I believe that the reaction will take place at an early date. Nobody is wearing fewer clothes than formerly and the retail public are buying about as much cotton goods as ever. However, the time will come at an early date when the supply will not equal the demand, the natural result being that prices must advance and manufacturing be resumed.

The Knitting Industry

By J. A. Burns

The Monarch Knitting Co., Limited, Dunnville.

OUR volume of business during the year 1920 considerably exceeded the previous year. A small percentage was for export, but the great bulk of our business was for home consumption.

Conditions as regards raw material have entirely changed since the early months of 1920, and to-day raw materials can be purchased at very attractive prices. It would seem to the writer that the bottom has been reached in cotton and wool, and it is likely that as soon as business opens up the first of the year, prices of these commodities are likely to advance.

With regard to employment in the knitting industry, I would say that during the year 1920, every available person has been employed up to the first of November, and if business opens up the way it should at the first of the year, we do not anticipate that there will be any unemployment in the knitting industry. This, however, all depends on the wholesalers and merchants being willing to anticipate their requirements. We believe

that they will be wise in doing so, as prices have been reduced to correspond with the reduction in the cost of raw materials, and during the next six months we are of the opinion that raw materials are more likely to advance than decline. We, therefore, believe that the process of deflation has been completed as far as the manufacturer is concerned.

Goods Soon Needed

By C. F. Fell

Hamilton Carhartt Cotton Mills, Limited, Toronto.

IN the past three months of the year all raw materials have been much easier to secure, and prices much lower than the previous nine months. As regards the supply of labor, there is at present a surplus, and while we have made no changes in rate of wages paid, still feel those who we now have are far more efficient, and are producing more per day than formerly. December being one of the quietest months of the year, we anticipate a revived business early in the new year.

There has been a reduction of 20 per cent. in all our product and we do not look for much further declines, owing to raw cotton being sold at a lower cost than can be purchased, and we anticipate that as soon as the demand is greater, cotton will steadily advance.

As to the export field, the only thing holding orders back is financial backing. During 1919 we were fortunate to do a lot of export business owing to the Canadian Trade Commission arranging credits, but since this has been dropped, very little has been sent abroad.

As there has been very little doing in the past three months, we believe that in the course of the next sixty days a great deal of merchandise will be needed, and this will tend to start the wheels of industry again moving, and with the consumer renewing his purchases, the retailer will have more confidence, and will continue making his usual purchases. There will be a scarcity of some lines and naturally this will show higher prices.

Prices in Canada have never reached the high peak that they did across the border, so that they cannot go as low in proportion, although the individual doesn't realize it.

Market has been Good

By J. B. Carter

Eclipse Whitewear Co., Limited, Toronto.

THE prices of Canadian white cottons entering into our productions have been reduced about twenty per cent. on the 1st November of this year although our English lines are higher at the present time than they were a year ago and deliveries are impossible. There has been no change in wages for week workers or piece workers during the year. There is no indication that there can be any changes at the present time in employment.

The market for the year 1920 has been exceptionally good up until the 1st November, when there was a slight falling off. Price movements have had little change.

Regarding process of deflation, we believe it is only temporary. In different interviews with many of the large retailers throughout the country, their sales are well up and in many cases ahead of last year, but as they have been buying heavily in the past, they find their stock large and as the present-day prices require much more capital to finance, they have stopped buying with the hope of reducing their stock. That is where the letting up of a large volume of business is taking place, rather than between the purchasing public and the retailer.

The outlook for 1921 is a difficult matter to express an opinion on. With the very large crops that we have had in Canada and the prices they are getting for same, there is no reason why the purchasing power of the public should not keep up to a reasonable point of power with 1920. There is no doubt that there is a great shortage in many of the countries of Europe, and as soon as they get in a stronger financial position there will be market for large quantities of merchandise.

Quick Return to Normal

By H. G. Smith

General Manager, Mercury Mills, Limited, Hamilton.

RAW material is in good supply just now, but in some respects the quality and the way in which the materials are prepared are not up to pre-war standards. Until the present time the trend has been decidedly downward as regards price, but cotton has now stiffened appreciably, and we think that fine wools, being scarce, will not go any lower, and may even go higher. Coarse wools, in the opinion of the writer, can hardly go lower than they are now.

There is a better supply of labor at the present time, and the efficiency is undoubtedly higher. Wages remain at the top point so far. We are still employing our full staff, but unless the demand for goods increases quickly it will undoubtedly be necessary for us to reduce the number of employees.

For the first six months of 1920, the demand for goods was extremely brisk, but since then it has been tapering off rapidly until at the present time it may be almost stated there is no demand. Prices on finished products in our line have been radically reduced, and in our opinion the process of deflation has gone as far as is safe at the present time.

Export demand has been stopped for the moment, and we think the chief reason for this is that United States manufacturers have reduced their prices so many times that buyers are afraid to operate.

As regards 1921, it is a very difficult matter to predict, but should the public regain its confidence to the extent that normal buying is resumed, we believe the results will be entirely satisfactory from every point of view. In our opinion the fact that buyers absolutely ceased operating some time ago, and practically no new business has been placed, points to a more or less quick return to normal; in other words, if the decline in business had been gradual, we would look for the improvement to come gradually, but as the decline was so sudden and so complete, we think the improvement is apt to be just as sudden.

Men's Neckwear Industry

By A. T. Reid

A. T. Reid Co., Limited, Toronto.

MEN'S neckwear, made of broad silk and that of the knitted variety from artificial and spun silk, has been in particularly good demand during the whole of the past year. Of recent date, say during the last three months, the neckwear manufacturer in either of the above departments has experienced, like producers in other lines, a strong tendency on the part of the retailer to cancel orders, and in too many cases, to return merchandise shipped as a result of bona fide orders.

During the early part of the year and until the sudden slump in business, the demand for labor was well maintained. Wages remained at the highest peak, with efficiency in quality and quantity of work failing to keep up the same plane. Toward the end of the year the lessened demand for labor had a tendency to increase efficiency, and absenteeism, which during the press of the early part of the year was so prevalent, was noticeably less and practically ceased entirely during the last few months of 1920. The prospect for the future as seen from our industry is that possibly fewer people may be employed, but the prevailing rate of wages will be maintained.

During the early part of 1920, and indeed up until the announcement of the budget speech, which included the immediate operation of the luxury tax, the demand for merchandise was excellent. Since, however, the luxury tax became effective, business has been most restless, uncertain and chaotic. Its many defects and glaring inconsistencies irritated and befogged both retailer and consumer, and paralyzed buying on the part of all. The daily press unfortunately, instead of helping to stay or allay this feeling of fright and hesitancy, published much that increased and magnified these unfavorable conditions.

Prices of some materials, such as silks, show a definite tendency towards a decline. Perhaps this is more marked in the case of silk than in cotton materials. We are not of the opinion that the process of deflation is yet complete, although there will unquestionably be increased prices over to-day's quotations, which prices have been made through quantities of distress material having been thrown on the market regardless of cost. The process of readjustment has been painful

and most acute, but perhaps normal conditions will obtain the sooner because of its severity.

Following this thought, we are strongly of the belief that 1921 in most departments of the textile trade may show by comparison with 1920 a definite lessening both in volume and prices. We are hopeful, however, that by the opening of the autumn season business will have become more normal, steadier, and transactions will revert to a surer and sounder basis. One of the encouraging features is that in only a few cases and in a minor number of departments is overstocking general with the retailer.

Orders to be Smaller

By James Moodie

J. R. Moodie & Sons, Limited, Hamilton.

DURING the past twelve months quite a reduction has taken place in price of raw materials used in the manufacture of ladies' and children's underwear (but this reduction is only of recent date). At the same time it is a very easy matter at present to obtain delivery of materials of all kinds; the supply is greater than the demand.

During the past three months the supply of labor has increased considerably. Owing to many factories in the textile business operating on reduced hours and in some cases factories having closed down entirely, the supply of labor is naturally much more available than it was even six months ago. Wages have not changed at all and it remains to be seen if the shortage of business will not bring about a reduction in wages, as they are at the present time.

We are unable to make a statement as to what business will be for the coming year. It is very hard to say. We will be in a much better position to answer this question along about the middle of January. We feel, however, that orders will be very much smaller than they have been during the past few years. This means our production will be reduced considerably.

The market for our production, during the year 1920, was very good up to the month of September. From September on we have had no business worth speaking of and in a great many cases orders for fall delivery have been cancelled. Quite a reduction has taken place in the price of ladies' and children's underwear, this change being brought into effect December 1st.

The Underwear Industry

By Ontario Manufacturer

OUR supply of raw materials has been good. The trend of prices has been downward, but I think they have about reached bottom. Labor supply has been much below requirements and about 75 per cent. efficient. Wages have been increased. The present state of employment is normal but there may be some reductions in the early part of January.

The market for underwear during 1920 was very good, with price movements in finished products downward. I think the process of deflation has about run its course. The outlook for 1921 is fair, but I expect business to be later than usual in opening up.

Conditions in the Shirt and Collar Industry

By F. W. STEWART

Cluett, Peabody & Co. of Canada, Limited, Montreal

THE condition of the cotton market, as regards both raw cotton and piece goods, is so demoralized and uncertain it is not possible with any degree of assurance to give an opinion as to the state of supply and trend of prices. Raw cotton is being sold at prices considerably below cost of production, and this applies also to piece goods on hand for immediate delivery, and it is difficult to secure any prices for future contract, except at some advance over spot quotations. As present supplies become exhausted, which will likely occur during the first two or three months of the new year, a demand for merchandise will no doubt be created, which may not be easily supplied, as experience of the past has shown that when buying begins after a period of depression, the demand very soon becomes greater than production can supply, which creates conditions which are always undesirable in merchandising. Canadian mills are still much behind in deliveries of certain qualities, and it will likely be well after the New Year before they will be in a position to catch up on their orders.

There has recently been a marked improvement in efficiency, and no doubt present conditions will tend to strengthen this improvement. The supply of labor has been ample to cover our requirements during the year, and will continue so for some months to come. All our plants have been working to full capacity up to the present time, but some departments are slowing down, and production in these departments will be curtailed for several months, until such time as it is necessary to again operate to capacity.

The market for our production during 1920 has been entirely domestic. Price movements were upward during the first ten months of the year, but have been downward for several weeks, and will likely stay at to-day's level for some time, as the reduced prices in many qualities, as compared with the highest, have been quite drastic. Deflation of prices has presumably nearly reached its limit, and we will be fortunate if prices do not trend upward, when the general demand for merchandise is again felt, as many qualities are being sold at considerable loss, which condition will tend to disappear when merchants are again in the market.

The outlook for the year 1921 is not of the brightest for the early months of the year, but the tendency is that by April, stocks in all lines will be very low, as retail merchants have not been purchasing to any extent for several months, and production has been very small in most lines of industry, many factories being partially, or entirely, closed down for quite a long period.

Continuous depletion of stocks will certainly create conditions which will mean more purchasing of merchandise during the spring and early summer months. The non-production of a lengthy period will necessitate the operating of plants on full time, and these conditions will quickly inspire confidence, and will no doubt result in the return to prosperous conditions before the year passes out.

The features which will go largely to create confidence in the public mind, are first—a knowledge by the consumer of the actual conditions under which industry is being operated to-day, and that to maintain properous conditions industry must not be so affected by the action of the public that our industries cannot operate on full time, thereby preventing steady employment and full pay envelopes; secondly, employers must continue to work towards bringing their employees into closer touch with the operations of the industry in its many phases, which they are connected with, thereby creating that confidence in each other which should prevail between employer and employee, and bringing about the co-operation between all which is so necessary for the success of all industry. Such efforts should not be lessened under present conditions, but should be increased to a greater extent in the future than at any time in the past.

The Corset Industry

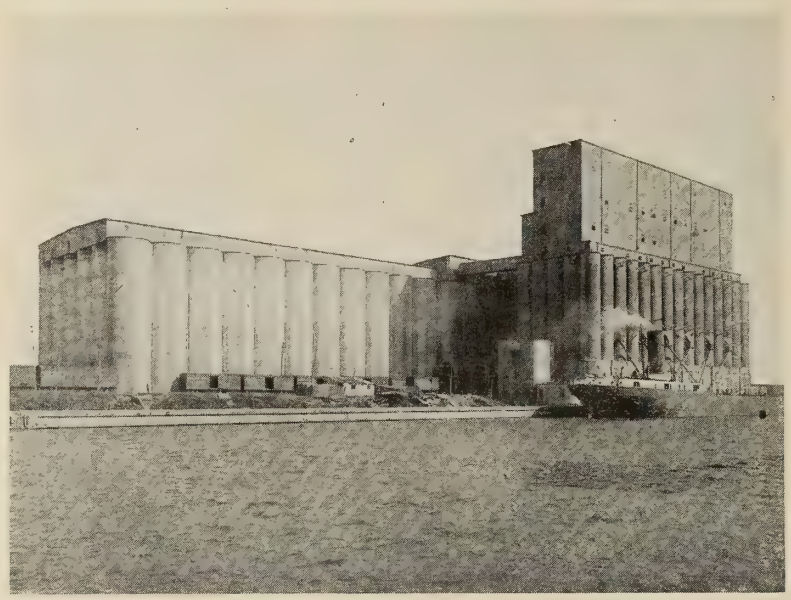
By E. W. Mills

Crompton Corset Co., Limited, Toronto.

OUR supply of materials are coming forward quite freely with quite a decided reduction in prices. The labor supply has also improved, and we are now having no difficulty in getting all the operators necessary, although they were very scarce during the early part of the year.

The condition of the market during 1920 has been very favorable to the manufacturer, as it was practically impossible to supply the demand. While prices have been reduced, to a limited extent, there is every prospect of further reductions as soon as we are in a position to take advantage of some of the lower-priced materials which are now coming to hand.

The outlook for the coming year appears to us to be very favorable, as the majority of retailers have no excessive stock of our class of goods.



FLOUR MILLING INDUSTRY

General Review

By A. E. LABELLE

St. Lawrence Flour Mills Co., Ltd., Montreal

THE milling industry has only been decontrolled on the 1st of September last and it will require a good deal of readjustment, like every other industry, before things become normal. New conditions have been created, which will have to be met.

The end of the control period has been very disastrous to the milling industry. Conditions were created by the Wheat Board that forced the mills to operate at a loss from the 1st of February to the 1st of September last. Few, outside of the mills, are aware of what took place and I do not propose to take any of your space nor any of your readers' time to go through the unfortunate past conditions. I think that the words of one of my prominent confreres in the milling business will cover the whole situation: "The most charitable thing we can say about the Wheat Board is to forget it."

Let us hope that this control will never occur again in Canada. It has done no one any good and in the end practically hurt everybody.

The public, in general, is not aware that the milling business is not protected in any way, by any customs tariff. In 1917, an Order in Council was passed placing wheat and wheat products on the free list in the United States and Canada. At that time, it did not matter because everything was controlled and no American flour was brought into Canada and no Canadian flour was exported to the United States; but since the 1st of December last all this control and embargoes have been removed and the reason why so little business has passed between the two countries has been due to the exchange, which makes American flour much higher in Canada than Canadian flour, but this position may change any moment, and I consider that it is necessary that the milling business should be put on exactly the same basis as other industries, seeing that the result of the recent enquiry by the Tariff Commission shows that this country is fully alive to the importance of every one of our industries being protected in a satisfactory manner.

Prices of wheat and flour have been gradually coming down since the first of this year's crop has been marketed. This decline has been quite serious, amounting so far to $4.25 per barrel, from the price we were at the end of the wheat crop. Of course, what the future will be, no human being can say. Still, we all expect that normal prices will prevail, although it may take two or three years of good crops to put down wheat prices to what they were before the war.

Through circumstances, for which the mills were certainly not to blame, the export business has been a very unsatisfactory one since the beginning of the year. This is a problem that is having the millers' full attention at the present time, as the milling industry in this country, not only for its own good but also for the good of the country at large, must sell a large proportion of its output for export. It is true that new countries are buying from Canada, and some of these will prove to be very satisfactory customers, but on the other hand, some of the old flour importing countries, who were giving Canada a large share of their business, have now turned to other channels. Owing to the conditions during the war, some countries who never milled flour started milling, importing the wheat from wherever they could get it to best advantage; after a little while, these same countries started exporting. For instance, there has been a lot of Chinese flour sold in England during the war and since. This displaces so much Canadian flour.

The present capacity of Canada is about 30,000,000 barrels a year. The domestic trade does not consume one-third of that quantity, so this will give the public an idea of how much has got to be exported. If the mills were grinding only what they require for the domestic trade, there would not begin to be anything like the quantity of mill feed produced by the mills for the requirements of the meat and dairy industries, so that every one can easily see that all these different industries are linked together. If we export lots of flour, then our farmers will be able to raise lots of cattle, not only for the domestic requirements but a very large exportable service, which is all bound to help to build up a country. This will also result in more employment, lower costs and lower prices to all Canadians.

The mills have had otherwise a very satisfactory operation, that is their labor conditions have been good and the supply of wheat of the usual excellent quality. We are admirably situated in Canada for this; we grow a better class of wheat, that is recognized the world over as being the highest quality; starting on that basis, we are bound then to have the very best products, both in flour and feeds.

Notwithstanding the experience of the last few months, I think the mills can reasonably look to a good business during 1920-21. Of course, price of wheat will have to come down to such a basis as will compete with the prices of other countries on our export business, but a good deal of work will have to be done in order to push the export of flour, which is absolutely vital to the milling industry. I am also convinced that before many months have passed, flour mills must be protected like every other manufacture in this country, otherwise it will be putting the mills in a very bad position. This should be borne in mind by our Government.

Outlook is Hopeful

By D. A. Campbell

Maple Leaf Milling Co., Limited, Toronto.

THE Canadian Wheat Board, who have controlled the milling industry in Canada for the past twelve months, relinquished control on September 1, 1920. The mills are now free agents, as they were prior to the war.

The option markets in Winnipeg have been re-opened and there has been a

steady decline in the price of wheat from the high price of $3.50 per bushel, which prevailed in July, 1920, to a price to-day (December 1) of $1.55 for delivery of wheat in May, 1921, on the option market. Along with all commodities, wheat seems to be seeking new price levels.

Labor has been scarce and rather difficult to handle during the past year. Wages have been high. At the present time, owing to a general slackness in the industry throughout Canada, labor is not difficult to obtain. There has been no change in the rates of wages as yet.

The outlook for the industry is hopeful, although the mills have not been busy during the last three months. England is waiting to see how the Argentine and Australian crops are going to turn out before she definitely commits herself to a heavy purchase of North American cereals. The big bulk of the exports of wheat and flour from Canada goes to the United Kingdom, and with this buying power withheld from our markets, prices will sag owing to the weight of deliveries. The Englishman is determined to get his wheat this year at a much lower level. Coupled with this, no doubt, there is a feeling that he has paid too much for wheat and flour for the war period.

Situation more Healthy

By Geo. A. Macdonald

The Quaker Oats Company, Peterborough.

SUPPLY of raw materials for our requirements has been free throughout the year and price trend has been sharply downward. The supply of labor has been sufficient; efficiency has been fairly good throughout the year. Wages were advancing during the first half of the year and since then have remained about stationary. We are now employing about 60 per cent. of labor as compared to full run basis.

Market conditions during 1920 have been very unsettled owing to rapidly changing conditions. Price movement on finished products has been very sharply downwards during the last half of the year. We are inclined to feel that the process of deflation, as far as cereals and cereal products are concerned, has just about been completed and are looking for an advancing market in these products during the first half of 1921.

Developments in the export field have been unfavorable owing to the desire of importing countries, wherever possible, to take the grain and do the manufacturing process in their own mills.

We are inclined to look hopefully forward to 1921. While there are, in our opinion, many troubles to overcome ahead of us, we are inclined to be optimistic because the radical downward movement on all commodities during the last half of this year has made the actual business situation more healthy and sound. During the process, which has been painful for most all of us, the unsound business man in all lines has perforce had to be eliminated. The high-flying, speculative class of middlemen that worked into business during the period when everything they touched advanced in price, has disappeared and the sound and sane manufacturer and business man in all walks of life is left. There is, therefore, less likelihood of a rapid reaction carrying business off its feet for the second time. We are not looking forward to large profits being made during 1921, believing that as large a volume of business should be gone after as possible on a basis of the smallest margin necessary for safety. We do not look for labor costs to decline in any such proportion as manufacturers' margins, and feel that owing to the topsy-turvy nature of values now entering into the cost of living, great care and thought will require to be exercised by every manufacturer in the adjustment of wages to a basis that will fairly meet the deflation that has so far taken place.

To sum matters up, we do not look for smooth sailing in 1921, but feel that the situation is quite hopeful for the manufacturer who operates efficiently and in so doing employs as much labor as possible to produce the maximum turn-over at the lowest reasonable margin of profit.

Conditions in Oil Refining Industry of Canada

By S. R. PARSONS

President, The British American Oil Co., Limited, Toronto

CRUDE petroleum, which is our raw material, largely imported at present, has during the past eighteen months risen to unparalleled price levels owing not only to the intense competition for crude oil but the necessity for deeper wells, the materially increased costs of drilling, and other enhanced charges of producing operations. There has been on this continent an appreciable scarcity of petroleum in all forms so that, while extraordinary prices have prevailed, the problem to-day is not the price of petroleum products, but the availability of these essential commodities of modern commerce. It is quite possible that the sources of supply in the Old World will shortly assume a more normal condition, making unnecessary such large exports from United States and Mexico to supply European needs. There is always the hope, too, that we will find large pools of crude petroleum in Canada. With the possible slowing down of industry to some extent on this continent the demand may possibly be more easily met in the future and thus lower prices prevail.

In the oil refining industry processes and equipment are proportionately of larger importance than in many other lines of manufacture, thus the volume of labor is relatively smaller. Our supply of labor has of late been both sufficient and efficient. Wages are at their highest point at present and will not likely decline unless there is a return to lower levels of prices in general living conditions.

Our lines being of a staple character required for diversified purposes in industry and agriculture, we do not anticipate a falling off in the volume as compared with the past year.

The export market is only of interest to Canadian refiners when they have surplus lines to offer, as in view of the fact that their raw material is imported they find it difficult to compete with American refiners for export trade. Should crude oil be found in large quantities in Canada, the refiners are also thoroughly equipped that they could then handle export business to great advantage.

Broadly speaking, the outlook for general trade appears to me to be promising. Stocks in the hands of retailers are quite limited in most cases. The products of the farm yet to be sold, it is to be hoped, will bring good prices when once conditions are a little more settled. Canada, with her great stretches of agricultural lands, her stores of raw materials, her great lumbering, mining, and fishing interests, and her well-equipped industrial organizations, with the expectation of a fairly large immigration of the right character, should have very few dark days ahead. If her citizens are fair-minded towards each other, courageous, hard-working, and thrifty, we should experience little difficulty in meeting our great national obligations. To this end, however, all classes of the people should be helped to a state of prosperity as far as possible. This, I believe, to be the aim of our national government. No country can meet great obligations with falling revenues. It would not be hard to dry up many of the sources of our national wealth if some interests that are particularly vocal at present had their way.

The Wire Rope Industry

By F. H. Hopkins

Dominion Wire Rope Co., Limited, Montreal.

SUPPLY of raw materials has been much better, with trend of prices lower. The supply of labor has also been better, though efficiency has not improved much and wages are higher. We have had no difficulty in getting employees.

The market for our goods has been much reduced. Prices have been materially reduced, with tendency for slightly lower prices. We believe that prices will be lower for 1921. The outlook is not as promising as it was a year ago.

THE SHOE AND LEATHER INDUSTRIES

Had Increased Output

By Clayton E. Hurlbut

The Hurlbut Co., Limited, Preston.

THE state of supply of raw materials is free and prices have had a marked downward tendency. The labor supply, excepting female labor, is good and wages and efficiency are both high. We are operating under the industrial committee plan.

The present state of our own business (Dec. 1) is good, but nothing is in sight for January. Conditions for spring do not look bright at this time. Conditions during 1920 were good and our increase in output over 1919 will amount to $100,000. Prices of finished shoes have been downward.

The outlook just now for 1921 does not appear good, but I believe that we in the shoe line have touched bottom and I look for business to assume pre-war normal proportions during the latter half of the year. Fall business should be good as retail and jobber stocks should be well reduced by that time.

Back to Normal

By D. Marsh

Wm. A. Marsh Co., Limited, Quebec.

THE raw material market during 1920 has passed through a period of violent change. In the earlier months of the year there was still an apparent scarcity of materials and prices held at a high level. With the enactment of the luxury tax, however, liquidation set in and prices have since dropped sharply, until to-day they are really lower than there is any warrant for. The experience has demonstrated that there were actually larger stocks of materials on hand than had been anticipated.

Up to about the first of October employment in the boot and shoe industry was good but since then there has been a decided drop, with shoe factories averaging only about ten per cent. of capacity. The labor shortage experienced earlier in the year has been completely reversed and there is now lots of labor available. Wages were generally advanced early in the year and are still nominally at the high point.

The market for boots and shoes has declined from an active demand to one of almost complete stagnation. Buying is to-day entirely of the hand-to-mouth variety and there has been very extensive cancellation of orders. It is noticeable, however, that retail business is still quite active, the evident desire of the trade being to liquidate present stocks as far as possible, while awaiting further reductions. The result of this will undoubtedly be to occasion a rush to fill orders when the shortage becomes acute, and it will then be a question whether manufacturers can supply the goods.

The most favorable aspect of the situation is that people are getting back to their senses. They will now begin to order goods in normal quantities and better methods of salesmanship will be employed. This will tend to place the shoe trade on a more satisfactory basis.

Taking Heavy Losses

By Shoe Manufacturer

THERE is now a full supply of raw materials and price trends are mostly all downwards. The labor supply has been ample, with efficiency slightly improved. At present the shoe industry is in bad shape and the supply of labor greatly exceeds the demand.

The market for goods during 1920, particularly since May or June last, has been falling off. The luxury tax has been, we believe, the strongest contributory cause to the decline. Prices have been gradually dropping and are based upon replacement values of raw material, which means that we are making a heavy loss, owing to all raw materials on hand having been purchased at top prices.

The process of deflation is not complete. There are a great many items entering into the manufacture of shoes, some of which have not yet shown any deflation in price, but price of the bulk of materials and the price of the average lines of upper leathers has been greatly reduced; sole leather not so much.

Re export development, this is out of the question. In all probability England will take advantage of the exchange situation and export shoes to Canada; in fact a movement has already started, and what would tend to make it worse is the basis of paying duty on the value of paper currency.

We are unable to express very much optimism. We do not look for any marked improvement in the shoe business within twelve months.

Improvement at New Year

By Geo. A. Blachford

Blachford Shoe Mfg. Co., Limited, Toronto.

THE shoe manufacturing industry during 1920 has gone through a period of great upheaval. Up to May of this year business was good, although the placing of fall orders during the month of April indicated that the retail trade was showing commendable caution, and the volume of placing orders given indicated a curtailment in purchases. Coincident with the imposition of the luxury tax, trade practically stopped, only to be followed by a deluge of cancellations and return of merchandise, resulting in a long period of general stagnation at the factories. The recent usual placing season for next spring has been generally very unsatisfactory, and at the present time the shoe factories cannot look forward to much activity. There is a general feeling that the worst is over, and that the improvement will show itself after the New Year.

The price trend of raw materials has moved downward very rapidly, and a very considerably lower level has been reached, with supplies easily obtainable. The supply of labor is, generally speaking, plentiful, and the desire to be efficient has greatly improved. Wages are being maintained at the high peak, although probably not over fifty per cent. of full employment has been given in recent months. At present, prices of finished product are on a much lower basis and we feel that deflation of prices has been pretty generally completed.

Nineteen-twenty-one should show general improvement from early in the New Year, and business at times may fairly be expected to be brisk, but we can hardly look for a satisfactory, normal condition to be reached during 1921, it will probably take the whole of this year to put the entire fabric of demand, supply and distribution on a satisfactory basis.

Two Favorable Conditions

By Ontario Shoe Manufacturer

THERE are two outstanding conditions in Canada at present which should be encouraging to every business man. The first, in our opinion, is the immense amount of food, owing to phenomenal crops of 1920 throughout Canada. The fact that there are assets of this nature in the country at the present time should inspire confidence in the ability of the retailer to pay for any goods which he may purchase. Secondly, recent banking reports indicate savings deposits have increased enormously, thus showing that the purchasing power is in the country at the present time. If consumers could be made to realize that the present slowing-up of production is before long going to result in an actual scarcity of everyday commodities, which will bring higher prices, they would not in our opinion curtail the purchase of their requirements, as they are doing at the present time.

We have every reason to feel, from the standpoint of the boot business, that re-

tail stocks are lower than they have been for many years. Spring sales are much below normal and no fall orders placed to speak of. A large portion of spring orders for 1921 have been cancelled, with the result that many shoe factories in Canada are closed down entirely or reduced very much under their normal capacity. On account of this particular line of business being perhaps the first in Canada to feel the depression, it should be one of the first to recover. The most unfortunate circumstance, however, in connection with present conditions of affairs is the fact that it is necessary to either lay off a large number of mechanics entirely or operate at reduced working hours. In either case, overhead expense cannot be reduced proportionately, so that with the consumers holding off at present, they are to some extent defeating the cheapening of goods, on account of the increased cost of operating plants producing very much under their normal supplies. You will see, therefore, that until these factors are actually brought home to the buying public that necessities are not as plentiful as they imagine them to be, will there be any great change in present conditions. It is much to be regretted that the state of unemployment is going to be necessary in the meantime, but if this is one of the conditions of readjustment, it will have to be faced. All we can say is that we hope the people who are able to buy will not refuse to do so much longer, as those Canadians who depend on normal conditions for a living will have to suffer very much in the meantime.

Public not Overstocked

By Chet. H. Cleveland

J. L. Goodhue & Co., Limited, Danville, P.Q.

IN the early part of 1920 there was a shortage in the supply of raw materials and high prices prevailed up to and including July. Due to the lack of buying since July, markets have not been maintained, and in the absence of general buying, there has been no market.

The efficiency of labor has been below reasonable expectations with wages so high. This condition has shown decided improvement over the past three months with labor more contented and realizing the value of permanent employment.

The average volume of production has been maintained with a too strong tendency to slower payments than prevailed during the first six months of 1920. The price movement on finished products has been downward, particularly in the case of by-products.

Without a conservative estimate of quantities of old stocks of leathers of all kinds on hand, it is more or less guesswork to say whether the process of deflation has been completed. It is conceded that tanners have kept from the market on this account but must sooner or later buy to fill their vats, when prices should advance.

The outlook for 1921, providing the tariff is maintained, is favorable from the fact that the buying public in general is not overstocked. In fact there is a shortage. This must result in increased production for Canadian industry if our home markets are to be supplied with Canadian goods and the dumping of surplus production prevented.

Bottom has been reached

By A. A. Armbrust

The Lady Belle Shoe Co., Limited, Kitchener.

AS to the supply of raw material, there is an apparently sufficient supply of raw stock at the present time, but owing to the tanners not soaking an additional stock, or at least having a small proportion of the usual output should the leather merchant comply with his intention of booking spring orders after the first of the year, it would lead one to think that it would not be very long before this supply is taken up. Easter coming in March, it would appear as if the leather merchant will be compelled to purchase for the holiday trade.

As to the supply of labor; previous to the depression, which we now have, it was not an easy matter to get experienced help, and the average were figuring higher than pre-war. As to efficiency, we do not think there is any one employing labor who feels that he is getting efficiency. The production per man has dropped considerably. We are pleased to report that this has shown somewhat of an improvement, since labor is more plentiful.

As to the present state of employment, we are running possibly fifty per cent. of our capacity. We feel, however, that we will be able to get sufficient help should we require them upon the improvement of business.

As to the state of the market for our goods during the year, up to the depression, we found it very satisfactory, but the shoe business has been practically at a standstill for the last six months. There has been a decided downward movement in prices by the shoe manufacturers, who have marked their prices and produce according to to-day's market value. We believe that we have reached bottom, with the exception of the usual slight ups and downs. In many cases shoes have been sold at prices that cannot be duplicated at to-day's market, due possibly to the requirement of ready cash and unloading regardless of price. The writer feels, however, should there be a sudden rush for goods for immediate shipment, and, as stated, Easter coming at the end of March, the average retailer will have to have some goods for his Easter trade. With the short time available and with disorganized factories and scattered help, it would be impossible to get sufficient output, should we meet with a lot of rush business. This would force the manufacturer on to the leather market, and the writer believes this would have a tendency to stiffen prices.

We think that the matter of export business is almost out of the question, owing to the unfavorable exchange rate.

Past experience has taught us that to anticipate business trends under conditions of present unrest, is practically out of the question. It would appear to the writer that stocks must nearly have reached their lowest level, especially in up-to-date lines. The merchant will be able to satisfy his customer up to a certain limit, with stock he has on his shelves, but we believe that the public will demand the new lines appearing on the market, especially since the American manufacturers are showing many new styles and patterns which are bound to affect the Canadian market.

In talking with a number of the merchants they all seem satisfied with business and agree that they are up to or ahead of last year's business. We do not think that the merchant has had to sacrifice very much. While we think that buying for the year 1921 will be conservative, nevertheless they will have to come into the market shortly. The general buying public have not as yet felt a real hardship, but if the conditions continue and the unemployed are not reinstated, there will not be the necessary funds to purchase and this will have a bearing on the business of the retailer and will react on the manufacturer.

Looking for Good Demand

By Charles Robson

The Robson Leather Co., Limited, Oshawa.

THERE is ample supply of all kinds of raw hides and skins at greatly reduced prices, and we are of the opinion that present-day values have about reached the bottom and that, with an improvement in the demand for leather, which seems almost sure to take place early in the new year, higher prices will be realized for raw stock.

Labor is more plentiful, which naturally tends to increase efficiency. Wages have been extremely high throughout the year. At the present time we are running with a reduced payroll of about fifty per cent.

The demand for leather was extremely brisk during the first half of the year, but gradually fell away during the latter half, due largely to cancellations. Prices of leather have declined in keeping with raw material, but the process of deflation will not be complete until the matter of labor has been adjusted.

Exports of leather from Canada have been very light during the past three months. Foreign houses will soon have to come into the Canadian and United

States markets to replenish their supplies.

Surplus stocks of leather will be pretty well liquidated during the first half of the new year, and we look for a good, healthy and normal demand for leather of all descriptions during 1921. The great curtailment in the production of both leather and shoes that has taken place during the past six months is sure to be felt before another year passes.

Outlook Unsatisfactory

By Hon. E. J. Davis

Davis Leather Company, Limited, Newmarket.

THE supply of raw materials has been satisfactory with prices downward. The labor supply has also been satisfactory and efficient. We are still paying wages at the highest point they were during the war, though we are not employing more than from 50 to 60 per cent. of our average labor.

Business during the first five months of the year was satisfactory, but during the balance of the year little or nothing has been doing either for home or export trade. Prices are now from 50 to 60 per cent. lower than they were at the beginning of the year.

The outlook for 1921 is very unsatisfactory at present. There is nothing in sight to inspire confidence as foreign exchange in European countries is at the lowest point it has reached, with no sign of improvement. We would be only too glad to point out favorable factors as that is what we have been looking for for some months, but there is no use shutting our eyes to conditions which we consider very unfavorable for another year at least.

To Break Deadlock

By T. A. Craig

Wickett and Craig, Limited, Toronto.

THERE is now a plentiful supply of all raw materials used in the tanning industry. Prices of hides are now lower than pre-war, and prices of tanning materials are steadily declining. There has been plenty of labor available during the past year, and efficiency of labor is greater than for several years previous.

At time of writing our industry is almost at a standstill. We are working majority of our men three days a week. Some eight or ten foremen, of course, we keep on full time. The outlook is not bright, but we think the crisis of depression is about over.

The market for our goods during the first six months of 1920 was excellent—from then there was a gradual decline in buying. Prices of all finished products in our line have declined steadily for the past six months. We look for still further deflation of prices. Part of this will develop as a result of readjustment of wage scale and part in smaller margin of profits expected as competition becomes more keen.

At the present time the outlook for 1921 in the leather business is anything but bright. We feel, however, that the difficulty is largely a matter of price readjustments, and we think that heavy retail liquidation after January 1st will break the deadlock.

Review of Conditions in Saddlery Industry During 1920

By JAMES D. TREES

Samuel Trees & Co., Limited, Toronto

NOTWITHSTANDING the strong competition which has developed in the saddlery business, as the result of the introduction of the automobile and motor trucks, there is still a large volume of business to be done in most parts of Canada. Harness makers generally have made a good living during the past season, and the conditions are favorable for a good business in the trade during 1921.

The farming industry, which is the backbone of Canada, has had during 1920 very satisfactory results from its labor, and as the farmers are the principal users of harness and saddlery goods the future of the saddlery business still has many bright spots. Most people fail to realize that we have in Canada to-day over 3½ million horses, most of which are used for work purposes, and also that the proper care of these horses calls for lots of harness, horse blankets and other articles used around a stable.

The introduction of the automobile has made a very popular demand for good roads from all sections of the community, and it has been found that in nearly every case the horses are required to properly do this work. This calls for the use of a great many heavy teams in all parts of the country and it is a class of work which is very hard on harness, so that with the growth of the new roads and the full volume of the programmes which have been already laid out by the provincial governments means a lot of business to the manufacturers of harness.

The rapid development in Northern Ontario, in mining and lumbering as well as the pulp industry, makes a tremendous demand for harness, and as these industries are only in their infancy the harness makers generally are profiting and expect to profit by this enormous development. The principal articles required for the manufacture of harness and saddlery goods are fortunately now almost entirely made in Canada. The three firms which are located in Whitby, Gananoque and St. Catharines, have developed their product to a very high standard and to-day they compare favorably with similar goods made anywhere else, and the result is that they are getting almost entirely all the business in hardware used in the manufacture of harness.

The harness leather tanneries located in Kitchener, Acton, Orillia, and Owen Sound, are capable of turning out a very high-class harness leather, and have absolute control of the Canadian market, so that to-day a Canadian manufacturer of harness has the satisfaction of knowing that he is able to purchase nearly all his supplies from Canadian manufacturers.

Regarding the outlook for 1921, I would say that everything points to a very active demand for team and work harness. The farmers of Canada during the last four or five years have been very conservative in their purchase of harness goods on account of the high price of raw materials and the result is that the manufacturers are looking for the time when the farmer will have to replenish his supply of harness. The Canadian farmer was never in better shape than he is to-day and with the increased development in the different activities mentioned above there is no room for pessimism in the harness business. The development which is bound to come in these basic industries in Canada is going to be a direct benefit to the manufacturer of harness.

There has been a plentiful supply of skilled labor during the year and employees have been well paid, but, unfortunately, during the latter part of the year the demand for harness in some sections of the country has slackened and the result has been that most of the larger factories are only running about 50 per cent. of their men, and the gradual falling market in harness leather is bound to stimulate the demand. As outlined above, the farmers have been waiting for this drop in price before going into the market to buy, but there is no surplus supply of harness on the market to warrant any rapid slump and decline.

The very cold winter of last year had the effect of using up most of the horse blankets in the country, and the result has been that during 1920 there has been a very active demand for horse blankets. This is now a very important department of our business and our mills at Whitby have been running to full capacity throughout the season. Supplies of cotton duck can now be purchased in Canada for the coming season and the Dundee jute mills are busy taking orders for Canadian business, although conditions in Dundee in the jute industry are anything but favorable at the present time.

Summing up, the Canadian manufacturers of harness have had a comparatively active season, and are looking forward to a fair business during 1921.



FOOD PRODUCTS INDUSTRY

Has Been Acute Adjustment

By E. C. Fox

William Davies Co., Limited, Toronto.

THE number of live stock in Canada for this year, both of hogs and cattle, shows a great shrinkage as against a year ago. Consequently, there has been a demand larger than the supply. Until recently, prices have ruled very high but, with the decline in the price of grains to a more natural level than they have been for the past two years, the price of hogs has had to decline to that level.

The year 1920 and the first half of 1921 will probably register the most acute shortage of live stock that Canada has had for a number of years, but I look for improvement during the last half of 1921, due to the excellent crop this year and to the fact that it is more profitable for the farmer to manufacture his rough grains in the form of live stock than to sell them on the open market.

The packing industry has gone through a very acute adjustment the last twelve months. Many of the raw commodities directly and indirectly associated with the packing industry have reached almost pre-war levels. For example, hides dropped from a high point of 60 cents a pound in 1919, to as low as 15 cents for this year. Wool has come down from unprecedented levels to a pre-war basis with still little demand. Fats, both animal and vegetable, have declined dramatically and are almost on a pre-war basis. Grains have had their full share. Declines in cotton and sugar have affected the packing industry also.

These declines in primary commodities must have their effect upon all industry. They have affected immediately those industries that are directly connected with the production of these commodities, but the next few months will see them affect all other industry and this will be hurried by the strained credit situation over the whole world.

Fortunately, all trades do not strike their good times and their bad times together. The industries which deal with primary commodities have just about completed their adjustment. Many other industries still have to go through theirs. The anomaly of the situation is that with the big crops the world has produced this year, it is actually better off than it was a few months' ago, although the financial situation is in a much more critical position. I don't look for an early change in the present situation. We must get on to a more healthy basis for all industry and on permanently lower prices before we can expect a period of commercial activity.

1920 Market Excellent

By E. D. McCafferty

H. J. Heinz Company, Leamington.

SUPPLY of raw material is, and for some time has been, adequate. The trend of price is downward. The supply of labor has been short; efficiency poor; and wages high. Present labor situation is practically normal.

Market for our products during 1920 has been excellent and price movements in finished products are downward. We do not believe that the process of deflation has been completed.

We believe that business during 1921 will be good. There is such a shortage of houses—both for residential and commercial purposes—that it seems to us a great deal of building will be necessary, and this will give employment to building trades and allied lines; and believing that labor will be pretty generally employed at satisfactory wages, it seems to us that business will be good.

Prices Coming down

By J. Wagstaffe

Wagstaffe, Limited, Hamilton.

PRICES of raw materials will, in our opinion, be considerably lower. The labor supply has been plentiful and efficiency is increasing. We expect that wages will be lower in the coming year. We are laying off hands at the present time (Dec. 1) in our industry.

The market for our goods is very poor at the present time, in fact, there is scarcely any business. Prices on finished goods are coming down. We do not think the process of deflation has been completed yet, as we expect sugar, cases, tins, etc. to be tending downward. There is no export trade at present owing to adverse exchange.

In our opinion, there should be a better outlook for business in 1921, as the retailers and wholesalers are keeping very small stocks, only buying from hand to mouth.

Conditions in Belleville

By R. J. Graham

President, Grahams, Limited, Belleville.

THE writer is interested as a director or president in perhaps a dozen or more manufacturing lines of business. In connection with them raw materials of all kinds are rapidly declining. Labor conditions are decidedly easier, and as labor is in greater supply, efficiency is undoubtedly better. Several of our factories have closed down and most of them are running much less than their capacity. Strange to say, the only industries that we are connected with that are really active are builders' hardware, the construction of machinery and the manufacture of wooden goods. All others are extremely dull.

It is difficult to sell for future delivery on declining markets. There have been many cancellations and much controversy over matters of this kind. The movement of finished products has been extremely slow, buyers constantly asking for postponement of shipments. In my judgment, the process of deflation has not been completed and will not be completed for some time.

Our export trade has been extremely small. Our only fields that are active have been in South America, England

and the United States, and conditions are not likely to improve while the present rates of exchange are maintained.

With reference to the outlook for 1921, I am sorry that I cannot be as optimistic as I would like. The situation looks to me as if great caution should be exercised by every manufacturer, and that no great quantity of goods should be manufactured even of staple lines faster than the demand for them is maintained.

The Fishing Industry

By J. K. Loggie

W. S. Loggie Co., Limited, Chatham, N.B.

WE have found the supply of raw materials to be short during 1920, and the trend, we think, is towards lower prices. The supply of labor during 1920 was sufficient and was also efficient, and wages were higher than in 1919. Our view is that the number of men employed in the fishing industry in New Brunswick in 1921 will be less than in 1920.

We have fortunately been able to dispose of practically our entire production of fish at profitable prices, but there has recently been a decline in prices and we look for lower prices, particularly in canned salmon. We do not think that deflation has been completed, and we think that merchants and manufacturers will keep their stocks at the lowest possible point for some time to come.

Our market, under ordinary conditions, is chiefly in Europe and the United States. The European market, owing to the exchange situation, has not taken the usual quantity of goods from us. Sales in Europe have been much curtailed. The American market has used the greater portion of our production of fish at satisfactory prices.

We do not look for as good business in 1921 as in 1920, but the drop in prices should have a tendency to increase consumption. We think that a large percentage of business houses have had a profitable business during the past few years and consequently are in a fair position to meet bad times should business not be good during 1921.

Expects Active Trade

By W. R. Drynan

Dominion Canners, Limited, Hamilton.

UP to the present time there is very little indication of lower prices for next season. The tendency, however, is apparently towards lower prices, but as we have to make our contracts early in the year, it looks at present as if our costs are going to run almost as high as in 1920.

We had no difficulty in securing sufficient help this past season. Wages have been high but there has not been much improvement, if any, in efficiency. Indications point to plenty of help for next season. Efficiency will depend to some extent on whether or not the help are able to secure employment easily.

Up till the end of October our business was somewhat in excess of 1919. There has been some falling off during the past two months and business is somewhat unsettled owing to the deflation of prices on a number of commodities handled by our buyers. Owing to the fact, however, that the retailers have been buying very conservatively during the past year, we should have an active trade commencing in the spring of next year, provided, of course, that labor generally is kept well employed.

There may be further deflation in the early part of the year. This will depend to some extent on the dealers' ability to finance; in other words as to the extent of their support from their bankers.

Export business is almost negligible owing to the deplorable condition of European countries and the unfavorable exchange.

Our condition in 1921 will depend to a large extent on conditions in the United States. United States' manufacturers look upon Canada as a dumping ground for their surplus products and apparently are willing to unload at any price, and were it not for the exchange situation, the position in Canada from a manufacturing standpoint, would undoubtedy be very serious. If conditions improve in the United States and there is no other outside interference, with the inherent wealth of Canada we see no reason why 1921 should not be faced with confidence. The principal lesson for everybody—individuals, Municipal, Provincial and Federal Governments—is to live in 1921 within our incomes; but, even under worse conditions, when we contrast our position in Canada with that of the European countries, we have a great deal to be thankful for and, as deflation of prices is what everybody has been asking for, we see no reason why there should be any wails or sobs over present conditions.

Jam Manufacturing Industry

By HON. E. D. SMITH

E. D. Smith & Son, Limited, Winona

BOTH the canning and jam manufacturing industries are seriously affected by the expectation of lower prices on the part of the retail merchants. Whereas in some industries the lowered costs of raw materials soon bring about lower prices for the finished articles, in most industries it takes several months at least. In our industries nothing less than a year enables us to offer finished goods made of cheaper raw materials excepting only the jams made from pulps laid down during the season when the fruit was on the market. In this case any cheapening of the finished product must arise from the lower costs of some other items than the pulp. Sugar is cheaper, but that cannot affect the cost of jams made up in the fruit season when most jams have to be made up if one is to put up really first-class jam, nor can it affect the cost of any canned goods whatever, as they have all to be put up in the season when the raw fruit or vegetables are in the proper condition for canning.

Notwithstanding this situation, well known to anyone who stops to think, the retail merchants are holding off buying in the usual quantities and as a consequence canners and jam manufacturers are going into winter with rather larger stocks on hand than usual. However, as the packing was done on a very conservative scale in all those lines the quantity of which was controllable—that is, lines the raw material of which was not contracted for early in the season—there is not more than enough on hand to supply the ordinary wants of the public. Costs were high, very high, indeed, because labor was high and also less efficient even than usual; because tins were higher than ever before; because strawberries, raspberries, currants, gooseberries and cherries were abnormally high, and it is from the first four that seven-eighths of all jams are made. Tomatoes, corn, peas and beans were contracted at prices on the whole higher than ever before. Canned goods prices show extremely small profits, tomatoes not over four cents on a dozen tins. Canners cut their profits almost to the vanishing point and so did jam manufacturers in order to meet as far as possible the cry for lower prices.

There was a normal crop of peas, corn and tomatoes, and that helped out on overhead costs and helped to offset the increased costs of raw material and labor. It may easily happen that poor crops next year would so increase overhead costs that the increase would offset any lowering costs in wages and raw materials. At the present time tin can manufacturers do not promise any lower prices for cans and these are now costing us on an average double the first cost of the contents.

As a consequence of the sluggishness of the market many jam factories are closed. Of course canning factories are always closed or nearly so for six months of the year, which makes canning an expensive and unsatisfactory business. Last year there was a brisk demand for tomatoes and apples in the British market; but as I prophesied last year, that demand was an unnatural demand and it has already ceased.

Then, in addition, the demand for the one article that we can usually find a market for in Britain, namely, gallon apples, has ceased owing to the high cost laid down in Britain due to high cost of tin cans, high freight rates and finally exchange, all of which combined

makes the cost so high laid down in Britain that the demand is nil. However, I look for things to improve in the spring. Once the labor situation becomes stabilized, I look for good times in Canada, but that may take more time than one year.

I have the utmost optimism as to the future of every industry that is well conducted and protected to just that extent that is sufficient to offset any special advantage that our greatest competitor has in the matter of wages, as well as a little to offset dumping and specialized manufacture which can be carried on somewhat cheaper than when a manufacturer, owing to our smaller market, is obliged to make a great variety of goods entailing many changes and adding greatly to factory expense.

Breakfast Foods

By R. K. McIntosh

Battle Creek Toasted Corn Flake Co., Limited, London.

IT is to be regretted that we are unable to purchase our supplies of raw material in Canada. Owing to the acreage of white corn being so small, it necessitates our getting our supplies from the United States. With the enormous crop just harvested we are experiencing no difficulty whatever in getting ample supplies of raw material. It is our opinion that there is a more or less panicky feeling in the grain trade and the trend of price for the next year would be to work somewhat higher than at present.

We have experienced no difficulty in getting sufficient labor during the past year, and of course at the present time we have a number of unemployed men in our city. Indications are for plenty of labor during the coming year. Labor efficiency is below pre-war conditions, but we find in our industry they are gradually coming back and we look forward to material improvement during the coming year.

There has been a heavy falling off in the export demand for our goods during the past year particularly owing to the readjustment period through which South America and Europe are passing. Our shipments to the West Indies have been very regular and very satisfactory.

Indications are for lower prices for finished products during the early part of next year, and the present outlook would indicate a stiffening up of prices again, probably in May or June. The process of deflation with us is peculiar in this extent, that when the consumer gets the idea (and they have it just now) that prices are going to come down and stop purchasing, it materially decreases the demand and increases our cost to produce. While we have had lower prices on some raw material, our cost to produce has risen owing to the lack of demand, and our goods are really costing us more to produce to-day than previous to the deflation in raw products. If the consumer would have sufficient confidence and sense to purchase their requirements as usual it would assist us in materially reducing our price, so that the consumer and retailer holding back refusing to buy decreases the demand and increases the cost and at the same time causes much unemployment.

We are at the present time just starting an energetic development of export fields and are looking forward to a very material increase in our export business during 1921.

The outlook for 1921 is not bad if something could be done to have the press of the country boost instead of knock, or in other words to instil optimism in the minds of the people of Canada. There is no reason why we should not enjoy the greatest prosperity. A country like Canada that produces so much and so many raw materials should have this optimism and the people of our country realize they have the greatest country in the world. It seems to me 1921 is going to be just what the people of this country like to make it. If they would use their common sense 1921 should be a wonderful year for Canada.

J. B. Detweiler, president Bluebird Corporation, Limited, Brantford, writes: "Our outlook for 1921 is indeed very promising. We are manufacturing the only all-Canadian electric washing machine, the materials for which are all purchased from Canadian producers. We have entered the market with a very extensive advertising campaign and indications are very favorable for 1921."



A Fleet of Grain Carriers of the Western Lakes

FURNITURE MANUFACTURE

General Review of Furniture Manufacturing Industry

By W. CAWKELL

Secretary, Furniture Manufacturers Association, Toronto

DURING the earlier months of 1920, the Canadian manufacturers of furniture had considerable difficulty in obtaining a prompt supply of the necessary materials required in their industry. After the first few months of the year, conditions in this regard steadily improved and for the greater part of the year they had little or no difficulty in this direction. For several months, the price trend, in the majority of cases, have been in a downward direction, especially with regard to oak and gum lumber, leather, glass and mirror plate. It is impossible to state whether there will be further deflations in these commodities or not, but some good judges are of the opinion that the prices of oak lumber will be firmer before many months have elapsed. There has been very little change in the prices of the other lumber and veneers used in the furniture industry.

With regard to labor: the supply during the first six months of the year was below normal, and there is still no surplus whatever of skilled labor. The labor efficiency in the furniture industry has been fairly good and wages were higher than they have ever been. Regarding employment: the majority of the plants have been very quiet for the past three months, and in very many instances the factories are running short time, but there has not been any decrease in the wages paid per hour.

During the first six months of 1920, the demand for furniture was excellent, but since June business has gradually declined until it could be described now as being stagnant in a number of factories, although firms specializing in certain lines, such as office furniture, still have a fair amount of orders on hand.

Furniture prices are decreasing accordingly with the lesser costs of materials, consequently the prices of some classes of furniture have been hardly affected at all, while in other cases, the reduction in price will vary according as to how the materials that enter into their manufacture have been reduced.

As to whether the process of deflation has been completed it is impossible to state, as several factors governing the situation are psychological and not economic. The possible lessened costs of some materials may be offset by other added costs. The price situation will in the final analysis be governed by the costs of production.

With regard to the exporting of furniture, the industry during the past year has shipped a quantity of hardwood chairs and rattan furniture to New Zealand and the British West Indies. They have also shipped extension dining tables to South Africa. The above-mentioned furniture has been shipped finished and knocked down. With regard to the European market, the adverse rate of exchange practically makes the exporting of furniture prohibitive. Regarding shipping furniture to Britain, furniture manufacturers have been advised that there was no demand there that they could successfully compete for.

The furniture manufacturers are looking forward with confidence to 1921. Furniture retailers throughout the country have, in the main, been fairly busy, but had large stocks, which they have been gradually reducing. It is therefore thought that there will be a pretty large amount of sorting up orders to be obtained during the earlier months of the year, with a gradual improvement all around, towards the fall.

A great deal depends upon the housing problem. If the building trade commences operations on anything like an adequate scale commensurate with the demand for housing accommodation, then the furniture industry would be greatly stimulated, and as there is a great shortage of houses all over Canada, which will eventually have to be provided, furniture manufacturers have every reason to look forward to many years of prosperity for their industry.

Waiting for Prices to Drop

By J. G. Hay

The North American Bent Chair Co., Limited, Owen Sound.

MATERIALS have been plentiful, but prices are very high. Labor has been scarce and poor, with wages high, men turning out about 30 per cent. less work than before the war. At present labor is improving and settling down to work.

Business for the first nine months of the year was good; in October, business dropped off entirely. Export orders have been cancelled from all over the world, on account, it is claimed, of high freight rates and exchange. We understand that large shipments are being received from European countries. Prices are inclined slightly downward, guided by the change in labor and materials.

So far as export trade is concerned, Canada has a chance as never before if exchange could be stabilized and a reasonable ocean rate secured.

At the present rate of reconstruction of prices, 1921 should prove a good year for business. The public are waiting for prices to drop and they will not purchase any more than is necessary until they are convinced that prices cannot go any lower. We cannot see how prices can drop very much as long as labor retains the high standard of wages, and we do not see how wages can drop as long as daily living expenses are so high. We have never received so many small orders to be shipped by express, which goes to show that stocks are low.

Safe Ground Soon

By A. E. Ruby

H. Krug Furniture Co., Limited, Kitchener.

RAW materials in almost all lines are more readily attainable and, with a few exceptions, prices are still firm. Up to the latter end of August skilled labor was scarce, but in the last few months it has been plentiful and more efficiency has been shown by the workers, wages during the year remaining about the same. We have been running ten hours per day except during the months of October and November, when we worked thirteen hours for four days per week. We have added about thirty employees during the past three months.

We are now facing the period of readjustment and, if we do not lose our heads, we shall reach safe ground in the course of a few months.

Optimistic as to Outlook

By J. H. Kennedy

Malcolm & Hill, Limited, Kitchener.

IN the early part of the year prices of raw materials were firm and the supply difficult. In the latter part of the year there was a slight easing up in price and a better delivery, reflecting the larger supplies available.

As regards labor, during the first six months there was a general and constant demand for an increase in wages, without proportionate production, and experienced help was not available. In the later period, owing to the slump, there has been a considerable variety of labor available, but there is still a shortage in really experienced help. There is little or no agitation for increased wages and a decided improvement in production, even in face of shorter working periods per week. All indications point to a more general steadiness in employment. So far as market conditions are concerned, the early period reflected good business and substantial orders. In July there was a decided drop in orders, fol-

lowed by cancellations and deferred instructions as the general tightness was revealed. The general desire is to maintain furniture prices with possibly slight reductions in some lines. In some lines, in face of costs, a slight increase should be in order, but, in face of demand, it may be compulsory to squeeze down to the minimum permissible, though reduction in price must be extremely limited.

We are optimistic as to the outlook for 1921. We anticipate that the movement will be gradual but nevertheless solid. Lack of buying for practically a period of four to six months will necessitate a certain replenishing, while the influx of immigration and the natural growth of the country cannot but warrant a steady demand.

Stocks are Low

By J. Miller

Beach Furniture, Limited, Cornwall.

RAW material has been more plentiful with a lower tendency in prices. Labor has also been more plentiful, though there has been no reduction in wages. We are now working fifty hours per week instead of fifty-five as formerly, and our employees are all satisfied.

There was a good demand for furniture during the first six months of 1920, but during the last six months orders were very hard to get. There has been a lowering of prices for finished products.

We are looking forward for fairly good business in 1921. Stocks in retail stores are quite low and buying has been held off, waiting for lower prices which are expected early in January.

Revival of Trade Soon

By D. M. Wright

The George McLaxan Furniture Co., Limited, Stratford

RAW materials entering into the manufacture of furniture are still fairly scarce and with the exception of the prices of quartered oak and gum lumber the reduction in prices of materials have been very slight.

There is no tendency thus far towards a cut in wages in the furniture industry. We have the feeling that our craftsmen were about the most underpaid of any class of skilled workmen, up till two or three years ago.

With regard to the present amount of unemployment in our industry, would say we would suppose there would be a reduction of about 10 per cent. in number of hands employed since the first six months of the year. In addition to this the number of weekly hours of work have been reduced from 50 to 40. There is little likelihood of staffs being added to before April or May of 1921.

During the first six months of 1920 the demand for furniture was unprecedented but since July there has been a gradual falling off in orders. While there is a trend towards lower selling prices, in view of the expensive materials and labor represented in present stock, no heavy cut in prices can be looked for. The smaller output has increased the factory overhead to a point which fully consumes any reductions in materials. For these reasons selling prices will not likely show a reduction of more than 10 or 15 per cent., and this in many cases will entirely eliminate profit.

The development of export trade has been very limited indeed as many obstacles surround this class of trade extension.

With regard to trade outlook for 1921, at the present time it does not look any



Scene in a Canadian Furniture Factory

too bright, yet, evidently there is lots of money in the country with a very limited amount of the 1920 crop yet marketed. This would lead one to the conclusion that, if the buying public could be convinced that prices had reached the lowest level and money market becoming easier a revival of trade should commence almost immediately. Then, too, the impression is very general that nothing would tend to stimulate business activity more than were the Government to abolish the luxury tax and the business profits tax. If that were done, we believe that the moral effect would be such as to inspire confidence in the minds of the buying public as well as in the investor.

Prices Downward

By J. S. Knechtel

Knechtel Furniture Co., Limited, Hanover.

LUMBER is one of the materials in which I do not expect any reduction for 1921, as there has been a short cut. In most other materials there will be further reductions. The supply and efficiency of labor was low up to two months ago. Wages are still high and likely to remain so in furniture manufacturing industries. We are now working only about 25 per cent. capacity.

The market for furniture was good up to three months ago when business stopped short. There will be a lowering of prices in January price list and the tendency will be downward during 1921.

Confidence will be restored as soon as the buying public can be made to believe that the bottom has been reached. Just now the public will not buy at any price no matter how low.

Improvement in 1921

By Thomas McGill

McGill Chairs, Limited, Cornwall.

FURNITURE manufacturing conditions are more favorable than for three years, but orders are unobtainable.

There is a plentiful supply of raw material and labor, but the cost is still very high. Raw material has a few soft spots in price, though not sufficient to materially affect the selling prices of manufactured goods. The principal advantage in labor conditions so far is in improved efficiency. There have been very few cuts in wages.

Business in 1921 will require the closest possible attention, as it will be a year of continued change in values of everything, but the end of 1921 should find manufacturers on a more solid footing, and a sufficient demand for product to keep everybody busy.

Good Year on the Whole

By Thomas Bell

The Bell Furniture Co., Limited, Southampton.

THE condition of the furniture trade during the first six months of 1920 was above normal and, while there has been a decided drop in the demands for goods since July, 1920, it will work out at the end of the year that the factories have had a fairly good year on the whole.

During the first part of the year raw material used in our business advanced greatly in price and delivery was hard to obtain. The factories generally, we believe, were protected by contracts and did not have to purchase at advanced prices. At the present time prices on our raw materials are about on a par with those of a year ago, with a further tendency to decline.

There has been no cutting of wages in the furniture business up to date, but a gradually weeding out of the inefficient men. The year as a whole will average fairly well as to shipments, but there is in our opinion likely to be a readjustment of prices now that costs of raw materials and labor can be arrived at more closely than a year ago. Some lines will remain as they are as to price and others will probably go lower. We do not think, however, that there will be a general lowering of prices.

The export business is not looked on with favor by many manufacturers. No doubt chairs, desks and other standard lines could now be exported to advantage. Canadian designs of household goods are not suitable for the regular export trade.

The furniture factories in Canada have, as a whole, increased their production during the past 18 months and are well able to supply the Canadian market both in quality and quantity, and we believe that with the wonderful crop of the past season, the great savings deposits here in our Canadian banks and the large immigration due to come to Canada next season, we are bound to have a better year in 1921 than in 1920.

The Salmon Canning Industry

By H. BELL-IRVING

H. Bell-Irving & Co., Limited, Vancouver

THE position of the canned salmon industry in British Columbia is somewhat difficult at present. The pack of red sockeye salmon for the past season was an average one. There was also a fair pack of pink salmon but only a small pack of chums, the cheaper grade. The cost of production was the highest ever experienced. Nearly the whole of the sockeye pack has been marketed at good prices, but most of the pink salmon remains in packers' hands as well as a substantial portion of the chums.

As about seventy-five per cent. of the output of British Columbia salmon is exported, the price received by packers is largely dependent upon the position of the industry in United States, whose output is some six times as large as that of British Columbia. The consumption of United States salmon is mainly in their own market, and that market has been severely congested owing to the following reasons:—

Business houses have recently suffered severely owing to their stocks of sugar, coffee, tea, rice and such like, which were purchased at high prices, declining in value. The violent fluctuations in the price of sugar and the losses sustained in this connection alone have upset the equilibrium of business throughout the United States, and to a considerable extent in Canada. Banks are charging heavy interest for accommodation, compelling jobbers to adopt a hand to mouth policy, and are cautioning retrenchment. There has been a general want of confidence as to the stability of prices of many commodities. The condition of European exchange has discouraged exports. It is recognized that prices for salmon are moderate and reasonable and that salmon remains one of the cheapest articles of food on the market. The slow market is not a question of price; dealers do not want to buy anything at present. The selling price of the cheaper grades of salmon is already substantially below average cost of production and of probable cost of replacement.

The outlook for the future, however, is promising in this regard, that dealers in United States are reported to have smaller stocks at this time of year than ever previously known, and a similar condition is said to exist in Canada.

The export market for Europe for the cheaper grades has been affected by the presence of Government stocks, which are, however, now practically exhausted. An improvement may therefore shortly be anticipated.

Dealers will have to keep in mind that there will be a drastic curtailment in the packing of cheaper grades of canned salmon in British Columbia during the coming year. A number of canneries are being closed down entirely both in British Columbia and Alaska. There will be a great curtailment in the total output on the Coast.

In several industries many factories have been closed or are shortly to be closed, which will give an opportunity of making the necessary readjustment in labor conditions. The process of readjustment will be difficult, but it is necessary that all classes should realize these difficulties and face the situation.

I am quite hopeful that in spring we shall see a general return of confidence and revival of business.

THE MUSICAL INSTRUMENT INDUSTRY

Review of Piano and Organ Industry*

By E. C. SCYTHES

Nordheimer Piano & Music Co., Ltd., Toronto

THE past year will go down as a momentous one in the history of the piano and organ industry. The year 1919 was probably the best with regard to volume of trade and profits which the industry on the whole has ever had. It, however, was a period fraught with anxiety and difficulty for the manufacturer. The labor shortage reached its most acute stage; wages advanced for all grades of work to the highest point ever known in this branch of trade, and the scarcity of certain materials was almost more acute and aggravating than the instability and shortage of labor.

The earlier months of 1920 saw a continuance of these conditions with further advances in wages and increased in all materials and supplies; manufacturing costs were rising at a rate never before experienced; overhead and general expenses kept pace in the rapid upward trend of prices. Such sudden changes make it exceedingly difficult for the manufacturer to devise methods of costing that would show from month to month the increased costs that he had to meet. There was no alternative but to pay the prices asked for the materials and labor if the manufacturer wished to stay in business. The seller's market still continued. The demand exceeded the supply. The problem was to make the goods and to maintain the standard of quality and keep up the reputation which the line enjoyed. It is to the undying credit of piano manufacturers of Canada that they did maintain the quality; no cheapening was indulged in despite the many temptations to do so.

Let it also be said to the credit of Canadian piano and organ manufacturers that, in spite of the tremendous handicap, they developed efficiency in processes and production, that held costs at a point surprisingly low considering the difficulties they had to face. The difficulties were none the less exacting than those experienced in other branches of industry, which by comparison showed very much higher and much more rapid advances in selling price.

To get only a faint idea of some of the manufacturers' problems one needed but to see the rising values of inventories in the factories from month to month, not because of greater quantity but solely because of increased costs. This, as you will readily appreciate, meant more capital, which means a heavier burden on the already heavy laden backs of the factory owners. It meant that $2.00 had to be provided to do the work that was formerly done by $1.00.

I know that the piano trade has been criticized by bankers, financiers, and manufacturers in other lines for their failure to seize the opportunity which was presented under the conditions that existed for basing cost and selling prices on a basis of replacement values instead of upon actual cost of material and processes. If the plan of costing on replacement values had been adopted, it no doubt would have greatly strengthened the position of the piano manufacturers, but it would have meant also much greater and more frequent increases in selling prices. The replacement basis of costing and price fixing has been advocated and defended by some of the highest authorities on industry and finance and with the hazards of business there is no doubt some justification for that practice. To build up a strong reserve against reverses or seasons of depression is a wise precaution, and is sound in principle, but it should be done through a practice of proper ethics and upon legitimate profits and not by profiteering. To-day the profiteers are getting their just deserts, but unfortunately many who are not profiteers are made to suffer for their sins.

I have never heard the slightest accusation of profiteering against the piano trade in Canada, and I do not believe there has been any.

Now this brings us down to the changed conditions that we have to face to-day. Since the announcement in the last Budget speech of the imposition of the luxury tax against pianos we have experienced a falling off in trade. Subsequent events have shown that the musical industry has been vitally affected by this announcement, and I believe the industry is justly entitled to an elimination of this arbitrary and unjust discrimination imposed upon it, and the undeserved moral stigma which arises from mistaken public opinion when an industry is placed in an excise tax class by virtue of its luxury characteristics, and I think that the industry is right in its determination to fight for the taking off of this tax, which, I believe, has been one of the contributing factors in the slowing down of business.

As I started to tell you, no matter what economic factors were underlying there is no doubt but the announcement of the luxury tax proved to be the spark which ignited the fire, and we have to-day almost a complete reversal of conditions that prevailed during the earlier part of the year.

During this period of deflation through which we are passing there have been sweeping reductions in many lines of merchandise, and no doubt some have predicted that it would affect pianos similarly. It must be remembered that musical instruments were about the last of the commodities to advance in price, and increases were small in comparison to many other lines. I know that during the past year many manufacturers have absorbed the increased cost themselves rather than pass it on to their dealers or raise prices higher to the public. Anyone familiar with piano manufacturing knows that it will be some time before there can be any reduction on the finished article. I can safely assert, however, that just as soon as the manufacturers feel any relief themselves they will pass it on to the dealers and to the buying public, as I know they are all anxious to bring prices down to the point where the dealer will be in a position to secure the largest number of customers. This is the time when each manufacturer should endeavor to show his dealers and salesmen as clearly as possible just what the position is so that they in turn can show the buying public that the values of pianos are on the right foundation and that reductions which are being made in other lines are not possible and cannot be made in musical instruments.

I think this period of deflation or depression through which we are passing has again demonstrated the solidity and permanence of the musical industry. We see on all sides uneasiness and anxiety amounting almost to hysteria in many of the so-called staple lines, boots and shoes, clothing, silks, woollens, but none of that has been apparent in our industry. I think that, if we could see figures in other lines, it would show that the volume of trade, and the conditions in the musical industry during this period of test, show up most favorably.

There is wealth in the hands of the masses of the people such as we never saw before; the holdings of Victory Bonds and the savings deposits are indisputable evidence of that. People may be holding back on buying, but that is a mental condition, and it is one that the salesman has a chance of overcoming. All that is needed is to see clearly through the mist and to command that courage and deter-

* From address of the president at the annual meeting of the Piano and Organ Manufacturers' Association.

mination which characterized those sturdy pioneers who laid the foundations of this industry in Canada.

Outlook is Fair

By C. A. Bender

Heintzman & Co., Limited, Toronto.

CANADA is passing through a period of readjustment at the present time, and prices of raw materials are showing a tendency to come down. The imposition of the luxury tax had a very bad effect on the piano trade, and we believe on trade generally, curtailing output.

The curtailment of credit by the banks has also affected the buying power of wholesalers and reduced sales. Further, exchange has curtailed the export trade to a very great extent.

Adjustments have got to be made in wages as well as raw material, when the country will gradually adjust itself to normal conditions. The outlook for 1921 is fair. We are still doing some export business. The financial position of Canada is good.

Likely to be Quiet Winter

By Owain Martin

Martin-Orme Piano Co., Limited, Ottawa.

THE beginning of the year found manufacturing conditions good but with the demand of labor increasingly unreasonable culminating in June in this district in the woodworking departments, amenable to the labor unions, going on strike for Utopian demands, which gained them nothing whatever but held up production for five weeks. The limit had been reached; increasing costs had forced prices to a point beyond which they could not go. Then as a climax came the imposition of the heavy tax which had a stunning effect on the market in our line, which is still being felt, the usual fall and holiday trade having been the worst for years.

In this plant we have not been forced to reduce the hours of labor nor to seriously curtail our staff, but prospects point to a quiet winter. There will be no sudden fall in prices, but as they are at present above normal and must in the nature of things settle down in time, so as in the period of advancing costs, prices will gradually follow. But the process will be slow and in our opinion will never even approximately reach pre-war levels.

There has not yet been any indication of a reduction in the cost of such skilled labor as we employ, nor in many of the important materials we use, and while in all the semi-manufactured parts we purchase about 83 per cent. of the cost is chargeable to labor, it is obvious that little immediate relief is to be expected in these lines.

All our observations point to the belief that the present slackness in business arises from a mental attitude largely fostered by the daily press toward deferring buying in the false belief that after some vaguely foreshadowed date, perhaps, Jan. 1st, prices will come tumbling down, an occurrence which would be as disastrous as it is fortunately unlikely, and it behoves manufacturers and merchants everywhere who see it to point this out to their public and remind them that the country is financially and economically safe but calls for sane, commonsense thought and action during this reconstruction period.

Pick up by Fall

By H. P. Bull

Williams Piano Co., Limited, Oshawa.

WE are meeting with strong opposition on the part of our supply houses of semi-finished products to reduction of prices. We recently made a direct request on all firms who supply us with materials, for a stipulated reduction in price on orders on hand and future deliveries. With the exception of lumber and veneers, in almost every case we were told they could not grant reductions for some time. Supplies for our requirements are plentiful and the quality improved.

Labor is plentiful and appears to be agreeable to work for wages offered. Wages have not as yet been reduced in our factory, but we are now at the place where a wage reduction is apparently necessary. At the present time we are working full time with one-third of our usual number of men.

The demand for pianos and player pianos for the year 1921 is most difficult to determine. We believe the turn for the better depends upon our farmers disposing of their crops, but in any event we do expect a general pickup about next September. Up to that period we anticipate about two-thirds of the normal output. We have been making some price concessions that are even less than our manufacturing costs, for the purpose of reducing our inventory.

We do not believe that the deflation of prices has yet reached the bottom, and it is most necessary that we have much further reductions from our supply houses almost immediately, in order to enable us to reduce our costs, which have not at this period been reduced one dollar. In fact our December manufacturing costs are higher than any previous month, due particularly to increase of overhead through reduced production.

The export field was of great assistance to us during this year, until the markets closed through cancellation of orders, which to our mind was caused by the coal strike in England. This instantly stopped all the exporting to that country, and left on our hands a large number of orders that were made according to their specifications. South Africa, Australia, New Zealand and South America also stopped shipment of their orders. We believe there is a big future in the export field for Canadian manufacturing, and we are of the opinion that we will have to match the credit terms being offered in the export trade by the manufacturers of other countries.

Supply Catching Up

By C. H. Weicker

The Brunswick Balke-Collender Co., of Canada, Limited, Toronto.

TO date we have not noticed a great deal of dropping off in our business. However, prospects are not any too bright owing to the great amount of publicity given to the expected slump in business.

With reference to supply and price trends the supply seems to be catching up with the demand. We doubt that there can be any great reduction in the prices of our products, as only in a very few instances have our raw materials been reduced in price.

The supply of labor is much greater and efficiency seems to be a trifle better. We have not as yet reduced any wages, and it is not likely that we will do so immediately.

With regard to price movements we might say that we do not feel that there has been any inflation in the prices of our products. Therefore any drop that may come will be very slight.

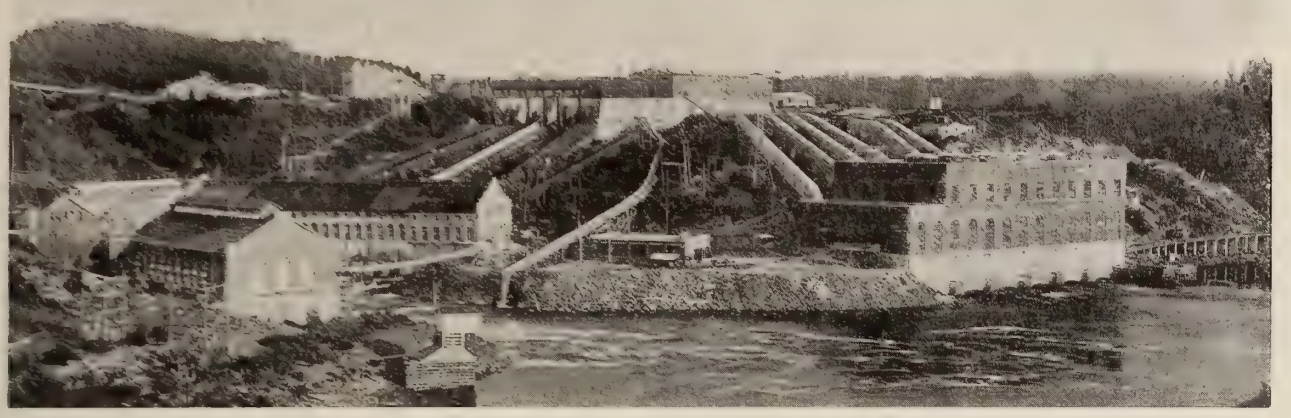
Regarding the outlook for 1921, we believe that prospects are very good, especially after the first few months. We feel quite certain that in the spring conditions will improve wonderfully. So far as our own products are concerned this can be helped materially by the Government withdrawing the 10 per cent. tax that they are now charging on phonographs and billiard tables. It is an injustice which will not help matters any if continued.

Present Conditions Temporary

By Ontario Manufacturer

THERE seems to be a sufficient supply of raw materials of all kinds required by us at the present time at prices lower than those which have been ruling during the past year. Labor appears to be more plentiful, and accordingly we have the opportunity of picking men, a privilege which is not available when labor is scarce. The fact of decreasing requirements of labor, also, seems to tend to an increased efficiency in the labor retained. We regret that at the present time it has been necessary to reduce operations considerably, and this has meant a reduction of about thirty per cent. in labor.

The market for our chief products during the past nine months was good. At present (December 1), conditions are very quiet. Some finished products have increased in price, some have decreased. Our personal opinion is that further deflations in prices can be expected.



STATE OF CHEMICAL AND ALLIED INDUSTRIES

Movement for the Better During 1921

By Chemical Manufacturer

THE chemical industry has been enormously over-expanded during the period of the war—probably no other industry more so, except those directly engaged in the manufacture of munitions—and this industry is now suffering from the natural reaction which must always follow any such over-expansion. This expansion took place in the United States to a much greater extent than in Canada, but the effect is naturally being felt in Canada, at the present time, to practically as great an extent as in the United States for reasons that are obvious.

I am not at all pessimistic as to the future of the industry, but I believe the period of depression has not yet reached the bottom, and the recovery of its activities will naturally be slow, but it is hoped that by this means it can reach a healthy condition. The present inactivity in the industry is being accompanied by the failure of a great many smaller concerns, and even some of the very large ones in the United States are tottering.

As far as our own Canadian chemical and electro-chemical industries are concerned, they largely depend on export business, and the export demand at the present time is rather poor for several reasons: First, large over-production; second, keen competition in England from Germany where on a number of articles prices quoted on German goods in England are about one-half of our prices, this, of course, being due to the low rate of exchange between England and Germany.

The price trend in raw materials has in general been downwards in the last three months. The labor supply is more than ample at the present time, although this has only become so in the last four months of the year. The efficiency of the labor will naturally increase as the supply increases, although in our case the period has not been sufficiently long to warrant us stating that the efficiency has increased to any marked extent. The present state of employment is about 50 per cent. of that in war time and possibly about 65 per cent. at the present time of what it was in the early part of the year.

Markets have largely decreased, and not only for the reasons mentioned above, but for the reason that in some countries a prohibitive tariff has been placed on some of our products. This is particularly true of Australia, which country has placed a prohibitive tariff on calcium carbide. Prices have moved downwards greatly in the last six months, due to over-production, and the low price of some of our products has been largely due to the great amount of second-hands held by brokers and also the manufacturers whose plants have shut down and who have dumped products on the market at a sacrifice.

I do not believe the process of deflation has yet been completed, but it is generally conceded that in the early part of 1921 a general movement for the better will be felt. It is felt that 1921 will see a movement for the better in all markets. The great excess of finished products which have been slowly moving during the latter part of the present year is in some lines being depleted. This will naturally start a buying movement for the manufacturers which, however, it is believed will be increased very slowly. I think probably the most discouraging feature of the export business will be German competition, which, on account of the low value of the mark, will be a serious problem we will have to contend with. Exactly what effect it will have on the future I do not believe anyone can foresee.

Markets are Frozen

By A. E. Bonn

American Cyanamid Co., Niagara Falls.

OF the raw materials utilized at the Cyanamid Works, Niagara Falls, Canada, limestone and coke deliveries are not satisfactory, either in quality, quantity or price. These materials are essential to the operations, and the irregularity of their delivery and continued high cost is concerning the management.

The labor situation has shown an improvement as to numbers of men and to an extent in efficiency, but the wage rates are excessive in comparison with the present earnings of labor on the American side. This condition, we understand, is influenced by the demand for men and the wages that are being paid for work on the hydraulic and Welland ship canals. Employment at the Cyanamid Works has been on full time during the entire year and is likely to continue so during the first quarter of the New Year.

The export market for our products, excepting that of United States, has been seriously affected during the past six months by the adverse rates of exchange. No improvement on this deterrent to foreign sales is yet in evidence. Some lines of heavy chemicals are now selling, both here and abroad, at prices below their pre-war value, notwithstanding that production costs have not been relatively

decreased. This development, as we view it, was not influenced by over-production or surplus holdings, particularly in the class of chemicals that we manufacture; the depression of their market value being a sympathetic trend with the deflated values of farm crops and basic commodities.

The technical position of heavy chemicals is good and if a revival of buying against needs for next year quickly follows easier credits, we expect an adequate demand and a reasonably profitable level of values to develop.

Unless the international credit situation is immediately remedied to encourage an easier movement of imports and exports, there can be no early return of normal rates of exchange nor capacity operations of any basic industries throughout 1921. World requirements of agricultural and industrial chemicals have not diminished, but generally speaking, all markets are "frozen" for lack of money or credit to thaw them into motion.

Much Deferred Buying

By R. H. Combs

Prest-o-Lite Co., of Canada, Ltd.
Canadian National Carbon Co., Ltd.

MATERIALS used in manufacturing processes by the companies under my direction are at the present time in plentiful supply, we having experienced no trouble whatever during the past year in securing all the materials used by us. During the past thirty days we have noticed a tendency towards lower prices of these raw materials, but up to the present time, with the exception of one or two cases, prices have been shaded only slightly. We have, however, been advised by the suppliers of several of these raw materials that, owing to existing conditions, it is felt that further reductions will be permissible in the near future—after the first of the year—it being generally conceded that the latter part of December or the first part of January will see most raw materials on a somewhat lower basis, which basis will perhaps be representative of the bottom for such materials.

In the early part of 1920 the supply of labor was adequate for our demands, but unfortunately was not of such good quality as we needed, same being inefficient and having a tendency more or less to a spirit of unrest. However, since June first there has been considerably less unrest and labor of the best class has been in supply. Up to the present time there has been no reduction in wages of our employees, and as we have a great deal of piece-work in our shops, our labor has been successful through increased production in materially increasing their earnings.

The companies under my direction, manufacturing as they do such a wide range of products, are using about 80 to 85 per cent. full staff. In some lines our business is much heavier than it has been at any other time since commencing business in Canada. Only those lines directly connected with the automotive industries are affected by the present slump which has hit the industries so hard.

The market for all goods manufactured by our companies was exceptionally good up to July 1st, which condition continued except in lines directly connected with the automotive industry, and in this connection there has been only a small slump in our sales to the general public, the greater slump being due to the closing down of automobile plants with whom our companies had large contracts.

There has been very little price movement with these companies during the past year. It does not seem that the process of deflation has as yet been completed, although it has undoubtedly reached bottom in some lines. In fact, the downward swing has been so violent in some lines that a reaction to higher prices is to be expected. In the market as a whole, a downward tendency should continue for some time yet, particularly in such lines as provisions, fuel, textiles, lumber and other building materials, etc. Undoubtedly retail prices must and will come down considerably after the first of the year, as those prices do not at the present time reflect the jobbing or manufacturing market which has in most lines come off from previous high very extensively.

During the past year there has been some development in the export field, especially in the British Dominions, but owing to the discount rates and present industrial condition, just now the export proposition is not particularly bright. It is, however, apparent that improved conditions are in sight and the development of the export business will be rapid in the near future.

We are looking forward to the year 1921 with considerable confidence, based on the known financial condition of the country at large and especially the buying power of the agricultural communities because of the abundant crops of 1920. This will be greatly aided by the increased purchasing power of the dollar, the result of deflation which has been going on for the past several months, and which, as above stated, has progressed to the point where more confidence can be expected in market stabilization. It is, however, apparent that the large falling off of trade during the latter part of 1920, represents considerable deferred buying on the part of the public and we do not feel that all the business shrinkage of 1920 represents loss. Deferred buying will be added to current buying in 1921, which should have a stimulating effect on production and thus call for increased employment with consequent improvement.

The Financial Outlook

By SIR FREDERICK WILLIAMS-TAYLOR

General Manager, The Bank of Montreal

THERE is a general sense of relief resulting from the present evidence that the decline in the high cost of living has commenced. From now onward we may confidently expect the trend of prices to be downward, and with lower values the demands for bank credit should logically diminish. It is relevant to add that by restrictive measures the banks have contributed in no small degree to this improved condition.

The record of commercial failures in any country is a fair index of its trade conditions. It is both pertinent and enlightening to note that in Canada there have been 856 failures during the twelve months constituting our bank year as compared with 766 during the previous twelve months.

Canada is still suffering from the slings and arrows of outrageous fortune in the premium on New York funds, which continues an ever-present factor in our banking and commercial activities. When this condition will disappear one cannot venture to predict, certainly not while the trade balances run so heavily against Canada. Undoubtedly, relief would come were we to borrow abroad in large volumes by way of public loans, but that would be merely a palliative, not a remedy. In addition to this, the conversion rate of sterling precludes loans in London, while, in the United States, interest rates are penalizing. The advantage gained in bringing capital from New York in the premium on American funds is offset by the loss in providing interest thereon.

What is wanted is rigid economies in the purchase of non-essentials abroad, with an increase in our own exports. It would then be only a question of time when investment capital would pour into this country of opportunities and the full value of the Canadian dollar be restored.

One advantage that Canada derives from the premium on New York funds is that American money earned in Canada remains here in considerable volume, and is not likely to be withdrawn so long as the present premium continues.

Since August, 1914, the world has travelled far along the road to ruin. We may be thankful that the waste and destruction ended before the point of utter exhaustion was reached. Canada has not escaped, but we are still a virile people in a goodly land. There is no reason for dismay over our national outlook, but there is every reason for sober thought while we take stock of our resources and of our prospects.

We must bear in mind there is no royal road to the stable conditions of former years, no magic by which we can restore the wealth that has been lost or wipe out the debts incurred. There is nothing for it but to repair the damage, retrench and confidently work out our salvation.

Regards Outlook as Good

By H. N. Cowan

The Cowan Company, Limited, Toronto.

THE trend of prices of all our raw materials is downward. Sugar is still more than double the normal price. Cocoa beans are cheaper than they ever were in the history of the business. Of course, laid-down cost to us is considerably increased because of the exchange situation. We have to settle for cocoa beans in New York funds.

We have been able to get plenty of labor during this year, and wages paid are very little more than in 1919. We won't get efficiency until jobs are harder to get, and then people will be keener to hold the jobs they have.

There has been a good demand for our goods during 1920, although for this time of the year we are not as busy as we should be. We are reducing prices for our finished goods from time to time as our raw materials come cheaper. We do not think the process of deflation has been completed.

We consider the outlook for our business for 1921 as being very good, because the goods we manufacture are staple lines of cocoa and chocolate, which we consider as necessities, not luxuries. There are plenty of features which tend to inspire confidence. There are some things which may cause us to fear for the future. We know that this country is all right, and it is going to grow, and it is going to grow rapidly. A little hard sledding, for a limited time, might not do any of us a great harm.

Good Prospects for 1921

By Jas. W. Moir

Moirs, Limited, Halifax, N.S.

THE present supply of raw materials is adequate and the price trend is downward. The supply and efficiency of labor during the past year showed a decided improvement over the several years preceding. We have given more employment and paid out more wages during this year than ever before in our business.

During the summer months demand for staple confectionery was very small, other goods selling about as usual. The decrease in the demand for staple confectionery was due to the very high price of sugar and to the imposition of the luxury tax of 10 per cent. During the fall months the demand revived and business for all classes of our manufactures was very good indeed. The prices of finished products have followed in a greater or lesser degree the prices of raw materials. We think the process of deflation in some materials has been completed; other lines will probably work still lower.

We look forward to a good business in 1921, although we expect that the demand for our goods will be very small during the next two or three months. Lower prices at which we will be able to offer many lines of our manufactures, will, we believe, make for an increased consumption.

Ought to Brisk up Soon

By F. A. McCormick

McCormick Mfg. Co., Limited, London.

WE think that the prices of raw materials and finished goods and labor have a decided tendency downward. Our business for 1920 will be fairly satisfactory, only not what it should have been, things being especially quiet the last couple of months. It is difficult, of course, to predict next year's developments, although we would think from the scarcity of stocks that are in the retailers' hands that our business ought to brisk up a little during the early months of the year.

Early Return to Normal

By F. W. Bean

Bean & Westlake, Limited, Woodstock.

THE year 1920 was unlike the previous war years in that it was possible to procure almost any raw material, although sometimes at a greatly enhanced price. The four basic ingredients of the confectionery and biscuit manufacturers are sugar and glucose, flour and shortening. These steadily increased in price until about September, when the peak was reached. The slump in sugar was very rapid, but the other three underwent a gradual decline.

The supply of male labor was ample throughout the year, but up till October sufficient girl help was impossible to procure. Labor efficiency was fair, but great tact and diplomacy had to be exercised in handling employees.

The Christmas trade has been good, but it is not certain that the merchant will be as fortunate in disposing of the stocks that he has bought. The value of 1920 trade will exceed all previous years, but on the other hand the volume was not as large as the manufacturer made provision for.

The price movements in the finished article naturally followed sharply after those in raw materials. There was a steady advance until about October, with general declines since that date.

The process of deflation has not been completed. While prices may not go to pre-war levels, the early months of the year will doubtless witness very radical reductions.

Canadian confectionery was being exported in a very heavy volume during 1919 and the first half of 1920. Great Britain took the most of this, but Scandinavia, the British Dominions and South America also proved lucrative markets. The current of export has now almost entirely stopped, and in view of the exchange situation, many lines of British manufacture will doubtless appear on the Canadian market during 1921. New Zealand is a liberal purchaser of Canadian chocolates at the present time, and the South American market looks promising.

The confectionery and biscuit trade is always slack during the early months of the year. This depression will be more marked this year, until prices reach something like a permanent basis. Expenses must be cut to a minimum, and the manufacturer must use all his skill and initiative in catering to the most sensitive demands of the market, and in arranging his sales force with a view to the maximum of efficiency. Apart from the temporary depression, Canada's trade prospects look the brightest. We are inseparably connected with the economic system of the continent. The establishment of the Federal Reserve banks in the U.S. precludes a recurrence of the panics that marked American finance in the past. The failure of the Canadian grain growers and of the American wheat and cotton growers to stampede their respective Governments into artificially fixing prices of these commodities, ensures an early return to normal prices, which will be in the interests of trade. The exportable surplus of Canadian field crops will pay the interest on our whole foreign debt.

Collections Never Better

By C. E. Edmonds

Christie, Brown & Co., Limited, Toronto.

WE are of the opinion that during 1921 there will be a plentiful supply of raw materials and that prices of same will be lower than those which prevailed during 1920. Labor is plentiful and workers seem to be contented and attach more value to the positions they hold. This tends to increase their efficiency. We see no immediate prospect of reducing wages and are hoping that present rates can be maintained.

Newspapers have by their recent systematic publication of articles in relation to lower prices of foodstuffs, etc., caused considerable disturbance in trade and discouraged both dealers and consumers from

buying. Many of the former at the present time are not carrying sufficient stock to meet the immediate needs of their customers.

Business generally during 1920 was very satisfactory and collections were never better. Our opinion is that deflation has not been completed.

Manufacturers who have to import their machinery and raw materials on which they pay freight and Canadian revenue duty, are debarred from developing a profitable export trade to countries where revenue duties are high and inland and water transportation costly. There are manufacturers of course who are not in the unfortunate position that biscuit manufacturers are.

Our outlook for 1921 is optimistic. Immigration is bound to increase. Neglected public works will be undertaken and more land placed under cultivation. We have so many things to be thankful for that there is every reason for being lion-hearted and hopeful.

Stocks are very low

By A. D. Ganong

Ganong Bros., Limited, St. Stephen, N.B.

DURING the first of the year, sugar was scarce and kept advancing in price. Sales, however, and output were in excess of last year until the luxury tax. When the luxury tax of 10 per cent. was placed on confectionery, it applied only to manufacturers' stocks and not to the jobbers' stocks. Sugar was scarce and had been advancing in price and the jobber was loaded up very heavily. They saw in this their opportunity to unload. Immediately following this, sugar started downward and the combination of the two made business very quiet. Added to this was the feeling that had spread all over the country that prices were coming down, and everyone bought as little as possible. Further, the very high-priced sugar curtailed the output of the cheaper lines, but the business on high-priced chocolates was ahead of last year.

In the early part of the year, labor was scarce, but during the last month there was an ample supply.

The output of the confectioner was large in Canada during the first few months and a good many shipments went to England, the West Indies, New Zealand and in a small degree to other foreign countries.

The average confectioner, at the first of next year, will be in an excellent position because he will have cleared out the large bulk of his stock of high-priced raw materials. Further, buying has been very light both with the jobber and retailer and the first of January should see the smallest stocks held in the hands of the trade that they have had for a great many years. The export trade has failed almost completely and very little confectionery is being exported at the present time. For 1921 we should have a fairly good business but this will be based more on 1914-15 output than on those years when we had large export trade to England. A great many factories have over-built and without export business it looks as if the most of the plants will have to work with only about the amount of equipment they used in pre-war days.

Have Confidence in Future

By Harvey Shaw

North-West Biscuit Co., Limited, Edmonton.

WE find that the state of supply of raw materials for our requirements is practically up to the pre-war situation, with possibly the exception of paper products, such as cartons and containers, and while the prices are not at pre-war level, nevertheless there have been some very material reductions in the past few months. In our particular industry there have been no reductions of wages, nor do we anticipate this at a near date. The supply is full and we are enabled for this reason to secure more efficient help than during the scarcity of labor. Owing to an over-production, due perhaps to a slackened demand for our products, our force for the moment is reduced about 25 per cent., though we do not anticipate that this will be for any continued time.. Our business for the year 1920 will exceed any year up to the present time.

The price of our finished product is declining to some extent, according to raw materials used, though the process of deflation has not been completed, at least not nearly to the pre-war level.

We have up to the present moment made no effort to secure export trade though we are showing confidence in the years to come and the possibility of export trade, by building at the present time a new plant, modern in every respect, which will in time double our present capacity, and which will enable us to greatly develop the biscuit business in the West. We have this confidence in the future of Western Canada and feel that it will be fully justified in the years to come. Furthermore, we can see nothing which would tend to make one think that business would not even be better in the next few years, with more settled conditions and a great development which we look for in Western Canada.

Deflation not Completed

By T. W. McFarland

D. S. Perrin & Co., Limited, London.

RAW material supply is ample for requirements and price trends have been downward with few exceptions. The labor supply during first half of the year was below requirements. Efficiency was below normal, but since labor supply became more plentiful, efficiency has improved, but it is still below normal per employee. Wages reached their highest during 1919 and have remained at same peak during 1920.

Market conditions during the first half of 1920 were good; the last half will not be so favorable. Price movements have been upward until October, when declines were effected in sympathy with the sugar market. This would apply more especially to candy, as biscuits did not advance on sugar advances after April, 1920, and consequently biscuits did not participate in reductions when the sugar prices were reduced, as our present biscuit prices are practically based on sugar cost previous to February, 1920. They are now under revision for next year.

Deflation has not been completed to its possibility. Further deflation depends on prices for raw material, labor and efficiency. This, of course, refers to deflation of the manufactured products, or as we understand it, further reduction in sales price.

Until further deflation is effected on the necessities such as farm products, buying will be done on cautious lines. This will curtail manufacturing and may continue into the best half of 1921.

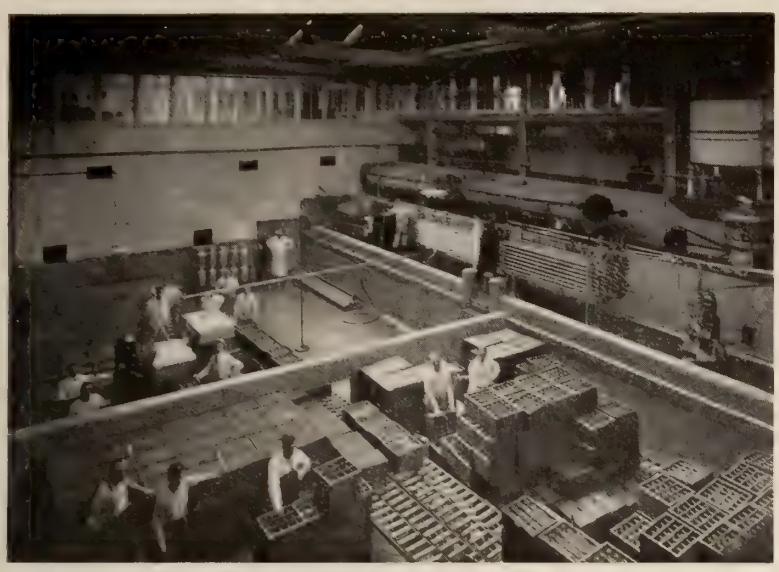
The retailer must reduce his stocks of high-priced goods. This he will naturally fight against, preferring to have his losses come gradually, rather than meet them at once. This will be his attitude, unless his hands are forced. This condition will not apply so strongly on such food products as we manufacture, as they are purchased frequently and in small lots east of the Lakes, but will be effective in the western provinces.

This depreciation of stock values in hands of retailers may impair their financial strength and thus curtail their buying powers, as collections will receive considerable attention the first part of the year, which will have a further tendency to reduce the current purchases of the retail trade.

Labor is a large factor in costs, and must bear a share of the reduction in costs. As we view it, the four essential factors in reducing prices will be: 1st, Lower wages (but not to pre-war basis); 2nd, Greater labor efficiency (this is very essential); 3rd, Lower cost raw material (also a big factor); 4th, Cancellation of excess profit tax (which is a greater factor than credited by some, retards development of plants and curtails expansion).

Some factors that are favorable for stabilizing 1921 trade conditions would be: More plentiful labor supply; greater labor efficiency; large present crop condition; curtailment of speculative bank loans; increased buying of "Made in Canada" products; increased export of manufactured and natural products.

The annual meeting of the Canadian Pulp and Paper Association will be held in Montreal during the week of January 17. There will be meetings for all the sections such as the mechanical pulp section, the chemical pulp section, the newsprint section, the book and writing section, the wrapping section, the tissue section, the coated paper section, the felt paper section, etc. More than the usual interest attaches to this year's meeting of the Association in view of the changing conditions in the industry.



STATE OF DAIRY INDUSTRY

Review of the Industry During 1920

By J. F. SINGLETON

Chief, Markets Division, Dairy Branch, Ottawa

FROM a producer's viewpoint, the year 1920 has been favorable. Production generally has been good and the mild, open weather during the fall months assisted materially, not only in maintaining the volume of milk produced but also in reducing the cost of production. The reduction during the fall months in the cost of concentrated feeds has also been an important factor in lowering cost of production.

The season opened with high prices for both cheese and butter, the season's maximum prices of 33⅜ cents per pound, f.o.b. country shipping point for the former, and 60⅜ cents per pound Montreal delivery for the latter, being paid during the first week in May. Cheese prices showed a gradual decline throughout the season and at the end of November, 20 cents per pound f.o.b. country shipping points was being paid. Butter prices were generally quite steady until the end of September, and with the exception of a few weeks, ranged from 56 cents to 60 cents per pound. Early in October the butter market developed weakness and at the end of November about 49 cents per pound Montreal delivery was being paid for the highest grade.

The decline in Canadian prices of both butter and cheese has obviously been unfortunate for those engaged in the wholesale and export trades and some very severe losses have been incurred. The unsatisfactory situation regarding sterling exchange which was quoted at $4.50 early in July and below $3.70 in November, has been an important factor in reducing prices in this country of both cheese and butter.

Privately imported cheese was decontrolled in the United Kingdom as from May 25, 1920. The British Ministry of Food at that time had on hand a large quantity of Canadian cheese of the 1919 crop as well as a large part of the New Zealand crop of 1919-20. This so-called "Government cheese" was distributed under a fixed maximum retail price of 1/8 (40c.) per pound and was of sufficient quantity to practically fix a similar maximum retail price for privately imported cheese. Consequently, as sterling exchange has declined, the price paid the cheese producers in Canada has also declined. Butter is still controlled and rationed in the United Kingdom, the present retail price being 3/4 (80c.) per pound and the weekly ration one and one-half ounces per capita. During the summer, the British Ministry of Food was prepared to purchase Canadian butter, but the price offered, converted into Canadian currency at the prevailing rates of exchange, was considerably under Canadian prices. As it became apparent that Canadian holdings were in excess of domestic requirements, the price declined to an export basis and considerable quantities are now going forward to the United Kingdom.

Some Over-Production

During the period of the war, the Canadian production of condensed and evaporated milk and of milk powder increased greatly, and during the current year the market for these products suffered from over-production. During the early part of the season, the market for condensed milk was more active than for evaporated milk or for milk powder, being firmly sustained by the sugar scarcity, but as the sugar shortage became relieved the market for condensed milk became as dull as for the other two products. In September the production of all three commodities was restricted, several plants ceased manufacturing and the milk was diverted into other channels, particularly into the manufacture of butter. The market for whole milk powder has so improved that early in December two plants resumed the manufacture of this product.

For several years the volume of milk required for direct consumption and for the manufacture of ice cream has steadily increased, and 1920 has been no exception. The average direct consumption of milk is about ⅔ pint per capita per day.

Extent of Industry

Statistics for 1920 are of course not yet available, but during 1919 there were 924 creameries, 1,895 cheese factories, 610 combined cheese and butter factories, and 21 condensaries in operation in Canada, a total of 3,429 plants.

Table No. 1 shows the quantities and values of different dairy products in 1919.

"Dairy butter" and "milk used as milk" are estimated. All other figures are from Dominion Bureau of Statistics.

TABLE No. 1.

Products.		Quantities.	Values.
Cheese	Lb.	167,734,982	$44,805,794
Creamery Butter	"	101,554,131	55,182,425
Dairy Butter	"	125,000,000	56,250,000
Whey Butter	"	1,396,814	661,373
Condensed and evaporated milk	"	78,006,237	11,214,165
Milk powder	"	6,591,099	1,539,272
Sterilized milk	"	7,460,400	852,080
Condensed skim-milk	"	494,973	32,921
Casein	"	199,013	32,588
Ice-cream	Gals.	2,892,974	3,715,488
Cream	Lb. B. Fat	6,380,727	4,718,678
Whey cream			521,420
Milk, used as cream			72,000,000
Total			$251,526,201

Tables Nos. 2 and 3 show the production of butter and cheese by provinces for the years 1917, 1918 and 1919, and percentages of increase or decrease during 1919 as compared with 1918.

TABLE No. 2.

Production of creamery butter in Can ada by provinces for the years 1917, 1918 and 1919.

Province.	1917 Lb.	1918 Lb.	1919 Lb.	Per cent. Inc.	Per cent. Dec.
Prince Edward Island	597,271	641,754	937,518	46.0	...
Nova Scotia	1,746,662	1,756,905	2,093,804	19.1	...
New Brunswick	565,699	660,010	915,816	38.7	...
Quebec	34,392,562	36,761,057	35,409,837	...	3.7
Ontario	28,714,352	29,397,485	31,900,000	8.5	...
Manitoba	7,050,921	8,436,962	8,256,711	...	2.2
Saskatchewan	4,220,758	5,009,014	6,600,000	31.7	...
Alberta	8,943,971	9,021,765	10,500,000	5.3	...
British Columbia	1,294,743	1,581,924	2,290,000	44.7	...
Totals	87,526,939	93,266,876	98,903,686	6.4	...

TABLE No. 3.

Production of factory cheese in Canada by provinces for the years 1917, 1918 and 1919.

Province.	1917 Lb.	1918 Lb.	1919 Lb.	Per cent. Inc.	Per cent. Dec.
Prince Edward Island	2,234,985	2,201,368	2,502,449	13.6	...
Nova Scotia	67,497	61,195	47,360	...	22.7
New Brunswick	1,244,106	1,185,225	1,256,388	6.0	...
Quebec	67,835,017	62,070,162	59,170,681	...	4.7
Ontario	121,173,086	107,886,724	102,700,000	...	4.8
Manitoba	1,003,646	657,585	679,855	3.3	...
Saskatchewan	.....	13,573	.....	...	...
Alberta	1,274,905	552,834	500,000	...	9.6
British Columbia	71,094	249,647	250,500	...	...
Totals	194,904,336	174,878,313	167,107,233	...	4.5

Table No. 4 shows the exports of milk and its products for the seven months ending October 31, 1919, and for the same seven months of 1920, with values of each and total values. The holdings of butter and cheese on October 31 of each year as reported by the Dominion Bureau of Statistics are also shown, together with the total of exports and holdings. Of the 1920 exports of cheese, sixteen million pounds were of the 1919 crop held in Montreal for the account of the British Ministry of Food, which amount must be deducted from the total for 1920, if the figures are used as a basis of comparison of production of these commodities.

TABLE No. 4.

Exports of milk and milk products for the seven months ending October 31, 1919 and 1920, and holdings of butter and cheese in all Canada on the same dates.

	Oct. 31, 1919.	Oct. 31, 1920.
	Gal.	Gal.
Milk (fresh)—		
Exports	1,224,092	1,088,708
Cream—		
Exports	628,758	1,037,222
Milk (Condensed, Canned or Preserved)—		
Exports	31,953,008	32,786,241
	Lb.	Lb.
Butter—		
Exports	8,689,215	5,866,822
Holdings	23,473,469	25,473,037
	32,162,684	31,339,859
Cheese—		
Exports	82,696,145	96,119,381
Holdings	28,283,928	18,788,027
	110,980,073	114,907,408
Total value Milk and Milk Products Exported	$34,354,057	$36,918,587

In order to get a proper conception of the development of the dairying industry, it is essential that all products be taken into consideration. If the production of one commodity decreases, it is frequently stated that the whole industry is declining, whereas the decrease may be, and usually is, due to a diversion of the raw material into other channels which are more lucrative or more suitable to the producer. When statistics for 1920 are available it will in all probability be found that the production and cash returns have been greater than during any previous year.

The Salt Industry

By G. M. Duck

Canadian Salt Co., Limited, Windsor.

THE price of raw material during the past year from the beginning until the present time has advanced steadily, but indications are for a downward tendency from now on. Labor up to the latter part of September was high, and there was a great scarcity in this section, but owing to the automobile plants closing down, or restricting their output in this vicinity, there is plenty of labor now available, and the efficiency is increased considerably. Owing to the tendency of the trade generally to hold back buying with the expectation of a drop in prices, we are not now able to give our labor full employment.

There has been a steady demand for our goods during the present year, up to within the last month. We have been obliged to increase prices during the year, owing to the increased cost of coal, labor and other materials, of which in order to protect ourselves during the winter months, we were obliged to lay in heavy stocks.

At the present time we are passing through a period of readjustment, but in view of the world's shortage of all commodities, we cannot help but feel that the outlook for 1921 is most encouraging.

Fibre Products Industry

By T. E. Webster

Diamond State Fibre Co. of Canada, Ltd., Toronto.

IN the beginning of 1920 there was a scarcity of raw material for the manufacture of hard fibre. However, this was due more to insufficient paper-making machines, rather than a scarcity of cotton rags. Since then, additional machinery has been installed, and the demand has fallen off in several lines. We have endeavored to maintain a sufficient stock at all times in our Toronto warehouse, to meet any requirements of the Canadian trade. The price on general lines has remained stationary, with an increase on special parts where additional labor is required.

Labor in this line, as in all others, is nowhere nearly as efficient as heretofore, and wages are still very high. Up to the present time there has not been any serious unemployment in connection with the fibre industry, although some firms are going on part time.

The market for fibre during 1920 was at its highest in March and April, but fell off during the summer months, picking up again during September and October. The year will no doubt be ended by customers buying only sufficient for their actual needs. As stated above, finished products in many cases have taken much higher prices owing to the increased wages and decreased production. It is not likely that any deflation of prices will take place in fibre owing to the fact that sheet fibre has remained stationary in price for several years. Any special lines on which prices have been raised will no doubt soon reach their former level.

Everyone at the present time seems to be buying as little as possible, probably owing to the scarcity of funds, together with possibilities of reduction in price for the New Year. Present indications are that there will be quite an increase in buying during the first few months of 1921, and the general feeling is that conditions will be well on the way toward normal by April. As stated above, we are endeavoring in every way to co-operate with the trade, and in order to do this, our policy has been to stock all standard material, and to stock additional special material as we have found that our customers require same.

STOVE MANUFACTURING INDUSTRY

General Conditions in Industry

By F. M. Tabin

Secretary, Canadian Stove Founders, Toronto.

RAW material prices are not changed to any great extent. Contracts for iron and steel are made six months ahead and stove manufacturers are now entering a period when prices are higher than what costs were estimated on for the last half of 1920. During 1920 steel was obtainable only at a premium throughout the whole year and stoves were sold lower than actual cost under these conditions warranted.

The supply of labor for the first half of the year was short; for the last half better. Efficiency for the first half was poor but showed improvement for the last half. There has been no reduction in the price of labor to date.

There are no stocks to speak of and buying is slow. The trade seems to expect a lower price and there is nothing to indicate why a lower price can be made until some lower cost is in sight. No deflation is to come for there was never any wind in Canadian prices for stove foundry goods. We have been under the American manufacturer's price notwithstanding his cost of at least 15 to 20 per cent. less than ours. I look for a much improved condition in stove demand, for there is little stock in the hands of the dealers.

1921 to be Good Year

By A. E. Hampson

The Burrow, Stewart and Milne Co., Ltd., Hamilton.

THE supply of raw materials is somewhat improved. Prices, however, do not show any material change. They are still very steady, with the exception of a few odd lines, which latter show a slight easing, but not to any appreciable extent.

The efficiency of labor during the year 1920 was, in our opinion, approximately forty per cent. of normal. The wages during that period were approximately fifty to eighty per cent. in advance of normal. The present state of employment in our factory is somewhat improved. Common labor is becoming more plentiful. Tradesmen are beginning to see the necessity of increased production. This is no doubt brought about from the fact that there are more men obtainable than there have been since the early part of the war.

The market for our goods during 1920 has been exceptional, the demand being far in excess of the supply. We are still holding many unfilled orders on our files, which the trade desire us to take care of, in spite of the lateness of the season. In view of the fact that raw materials do not show any noticeable decline, we cannot see where it will be possible to reduce the prices to any great extent for some time to come.

In our opinion the outlook for 1921 is good. We cannot see where it is possible to be otherwise. There are but few if any stove dealers throughout the country who are carrying over a stock of stoves, and we believe that the warehouses of the majority of stove manufacturers are in the same condition as our own, that is, depleted. We, therefore, feel that in view of the fact that the stove business on the whole has not been thoroughly taken care of this year, and from the fact that no stocks are being carried, 1921 promises to be a good year in our line.

Improved Conditions Expected

By W. S. Fisher

Enterprise Foundry Co., Sackville, N.B.

DEMAND has kept up remarkably well throughout the year, the chief difficulty that we have suffered from being the extreme scarcity of raw materials such as pig iron, steel, etc., for which in many cases manufacturers have had to pay fancy premium prices in order to keep going. However, the time has now been reached when these premiums have become a thing of the past. Prices of these materials have shown little decline so far.

Labor conditions have been unsatisfactory owing to the scarcity of skilled help and the high wages demanded; the result of which has been that while the costs of production have mounted steadily, prices have not been in proportion to the increased cost. Consequently, manufacturers have been compelled to work on a smaller margin of profit than ever before. At present there is a surplus of labor which is likely to continue until there is a change for the better. Reduced costs either through lessened wages or increased efficiency are inevitable in order to put production on a proper basis and to meet the new conditions we are now facing. To this end the hearty co-operation of labor and the realization of their mutual interdependence are essential.

As to imports, there is very little likelihood of any development worth while in the stove business, the difficulty being to compete with the United Kingdom and the United States in the foreign markets —both of these countries being able to produce at less cost than we in Canada.

We are very hopeful for improved conditions in a few months after the people realize that the present deflation in values has run its course and the basis for this confidence to my mind is that this country is rich in those natural products that the world needs and the fact that Canada during the war and since has been attracting the attention of the world to such an extent that we may expect an increasing stream of immigrants of that class who are best adapted to the land, where they are most needed.

Prospects Encouraging

By T. L. Moffat

Moffat's Limited, Weston.

THERE is no large stock of stoves or raw material either in the manufacturers' or stove dealers' warehouses at the present time. Our own stock of materials and stoves is lower than it has been for ten years, although our sales of goods manufactured this year will be in the neighborhood of $1,000,000.

Some deliveries on raw materials, particularly sheets, are being made from orders taken ten or twelve months ago. Some of these goods may not be accepted unless the price is reduced to present market quotations, as the stoves they were intended for have been made up and sold some months ago, and there is very little spring or summer trade, particularly in coal ranges.

We have just received quotations on sheets for the first quarter, and the reduction is not sufficient to make any change in the present prices of the finished stove. Our cost prices for 1920 were based on $43.00 pig iron, the present price of which is considerably above this figure.

Wages will be the last item to be reduced. We are insisting, however, on better work and greater production where possible.

So long as our Canadian climate exists and people get married, stoves are a household necessity. Therefore, the Canadian stove manufacturers should have no fear for the future, and we feel assured there will be no change in prices during the first half of next year.

Some of our foundries are exporting some heating stoves to the United States of a type which are not made there. Outside of this, there is very little export business done. The principal factories being located in Ontario, the freight charges to the sea coast are too high to compete with other countries. With the Government's own railroads and steamship lines, we trust in the near future

that a through rate to destination will be given on export business.

As intimated above, the prospects for 1921 are encouraging and we are optimistic enough to believe that our sales for next year will not be any lower than 1920.

Deflation far from Complete

By C. A. Lusby

Amherst Foundry Co., Limited, Amherst, N.S.

WE have not had very great difficulty in securing supplies during the present year, although there were times when it was almost impossible for us to procure pig iron and one or two other articles which we use in our business. The price has kept up during the year and there has been very slight reduction in any of the goods which we use. Coal has been continually advancing and is still doing so, having gone up $1.25 per ton on the first of December. Pig iron still keeps up as high as ever but in some few of the other goods which we use there has been a slight reduction. Taking all together prices are practically as high as they were the beginning of the year.

We have had no difficulty in getting all the labor we required during the year. Wages have been very high as we had to give a considerable increase to all our men during the early part of the year and have not been able to make any reductions. Efficiency is not a strong point with labor at present, and we think this applies wherever men are employed. We have a number of men that we have had in our employ for a great many years, and probably taken altogether, our employees work as well and as efficiently as the average workman.

We are still running our business on about the same basis as we have been doing during the greater part of this year, but business is now getting very slack and we will have to curtail our operations very considerably for some time.

The state of the market for our goods during 1920 has been fairly good. The stove and furnace trade has been very good during the autumn months. Our trade in enameled sanitary goods has been fair, but as you know a market for these goods depends largely on building operations, which have been very limited during the past year. We have not made any reductions in the price of our finished products up to the present, and unless raw materials and labor decline somewhat in price, we do not see any prospects of making our prices any lower.

It seems to me that the process of deflation is far from being completed and I would say on the contrary, in my opinion, it has only just started. Taking the prices of goods in general, there have been very slight reductions, although, of course, in some articles there has been a large reduction in price. I look, however, to see a very much greater lowering of prices during the next year than has taken place this year.

Financial and Business Outlook for Coming Year

By G. F. TOWERS

Superintendent Foreign Trade Department, Royal Bank of Canada

THE prospects for business in 1921 must be the object of considerable thought on the part of Canadian manufacturers at the present time. In common with manufacturers the world over, they are face to face with a very difficult situation—an industrial world operating on a declining price level. It may not come amiss to sketch in broad outline the events which led up to this existing state of affairs.

The destruction and wastage of the war made the world as a whole in 1918 poorer in actual possessions than it had been in 1914. The only thing in plentiful supply was money—paper money—and credit, the volume of both of which steadily increased during 1919. Scarcity of goods and plentitude of money could only have one effect—rising prices; and this, as we all know, did take place on no small scale. The result was an appearance of prosperity, which in many countries, is being found to have been illusive.

In this post-war boom period it must for a time have seemed to many that the destruction of years was being swiftly and easily replaced. That is not so. A great part of Europe is now, and has been for some time, on a low consumption basis. Before Europe as a whole places itself again on a sound footing, hard work and a reduction of consumption more drastic than we can easily understand, will both have been in operation. And though measures as severe as this will not become necessary in Canada, since, when the worst has been said, our position is much better than that of most other nations, affairs abroad greatly influence our own industries. Consumers cannot afford to pay high prices indefinitely. Wheat goes down almost $1 a bushel, and in doing so cuts off probably two hundred million dollars from the buying power of our people. Manufacturers have to reckon with this when estimating business prospects for the near future.

There are encouraging features in the Canadian situation. Many companies have accumulated reserves which will more than make up for any losses sustained on stock. Individuals, too, have probably greater resources. Though the world did not come out of the war as well supplied with actual wealth as when the war commenced, such a country as Canada, whose productive capacity was encouraged to expand by the needs of Europe, probably became better off from the point of view of actual possessions; and on paper we are certainly much richer.

Many people thought that the great prosperity of 1919 would wane only gradually, as prices came down slowly from their peak. They based this on the assumption that the world as a whole was short of many types of foodstuffs, and almost all kinds of manufactured articles. This was and still is true. But the countries which require most, have least with which to pay. For the time, then, they are not a factor in the market. When they commence to produce the articles they were accustomed to export prior to the war, they will be able to buy more of our products.

It can be seen that skill and great caution is required to bring industries through the transition period. A prediction as to its duration or severity cannot be made with any pretension of accuracy. No one who knows Canada, however, can be pessimistic over the future. We have great resources and only require people to develop them. These will come in increasing numbers from the older world and from our neighbor to the south. Our markets will expand, to the great advantage of those companies which can withstand the strain of re-adjustment.

Prudent to Liquidate

By J. P. Bell

General Manager, Bank of Hamilton.

I FIND it extremely difficult to see very far ahead. It seems almost certain that we have definitely left behind us the period of high prices incident to the war, and it is surely prudent to liquidate all surplus stocks, whether of food, raw material, or manufactured goods, in order that we may not find ourselves in the position of some of the foreign countries now experiencing financial difficulties, with heavy stocks of food and goods and no demand for them even at much lower prices than existed until recently.

The best way to reach a sound basis is for everyone to accept his fair share of the drop in prices, and the corresponding drop in profits that goes with it.

Our banks are quite able to take care of proper business needs—this has been amply proven during the strain of the war. We have a young country which is just beginning to develop its great natural resources. Our people are as energetic as the Americans and more level-headed. Legitimate requirements should give our factories ample employment, even if there must be a period of slow business following the feverish haste of the war period. Let us face the situation with courage, and remember it takes time for trade to recover its healthy rhythm, and for people to resume their habits of work and discipline. In more work, and better done jobs—not in more leisure—lies happiness and economic salvation.

THE PAINT INDUSTRY

General Review of the Industry

By W. S. FALLIS

Vice-President and Managing Director,
The Sherwin-Williams Co. of Canada, Limited, Montreal

IN tracing the development of the paint and varnish business in 1920 and its prospects for 1921 there are several factors which, as in almost every other industry, vitally affect and control its course. First, we have to consider the supply and price levels of raw materials. Last year saw some very high prices registered by the most important raw materials used in this industry. The result was that to enable manufacturers to keep up with rising costs, the price of our finished products touched its highest point during the twelve months just past, although at no time has the increase in the price of our goods been nearly as great as in most other staple lines, which are or recently have been, in many cases 200 per cent. and even 300 per cent. higher than in the pre-war period.

Another important factor—that of labor and employment—is one that has never caused us any great anxiety. As a rule, we have been able to obtain a satisfactory supply of efficient men, and lately we have found no exception to this. Wages in our business as in others, have been largely increased during the past five years, but, outside of this, the quality and efficiency of the men have remained very much the same. We have also been remarkably free from troubles such as strikes, agitations and disturbances, and we anticipate no further difficulties in this direction. At present, the volume of labor employed in our numerous factories is quite normal with the average of other years.

The year just closed witnessed a remarkable stimulation in the consumption of paints, varnishes and allied products. Not only was the home demand very heavy, but a considerable export business was obtained, the result of all of which was that every manufacturer in the Dominion was producing at capacity during the greater part of the year. This demand was the result of the decision of the consumer that paint and varnish, in spite of the necessarily increased prices, were necessary preservatives for his property—whether old or new; and, in view of the great quantity of repainting still to be done and the amount of new construction under way this demand will persist and ensure continued activity during the coming year.

Falling prices in raw materials, while important, are not the only influence affecting the costs of manufacturing. Labor, freight rates and other operating expenses continue high. A reduction of 50 cents per gallon has just been made in the price of high-grade house paint which will operate, we believe, as a stabilizing factor in the present situation. It must be remembered that, while the question of prices in general is very much in the mind of the buying public, this reduction represents some sacrifice at least on the part of the manufacturer, who is still working with older and higher-priced raw materials and manufactured stock and has not as yet obtained the full benefit of the present conditions. Linseed oil is a basic material which has shown the widest fluctuation, and its present price is one of the chief factors in the recent reduction in the price of paint. As a matter of fact, there are many lines—such as varnish paint and varnish, where linseed oil is not an important factor—the manufacturing cost of which has shown practically no reduction.

In our own company we are making preparations for a still larger business than we have done in past years. We believe that the situation at present represents a mental rather than a material reaction; in other words, the people of Canada are buying slowly at the present time, more because they believe they have been spending too freely in the past than because they have no money at all to spend now. These periodic reactions in the mind of the public are well known to students of economic and commercial conditions and should occasion no alarm unless accompanied by actual business depression and an abnormal scarcity of money. Money is not scarce in Canada at the present time. The most profitable crop in the history of the Dominion has been harvested and millions of dollars are flowing into circulation as it is being paid for. Unwise speculation has been checked; unduly high prices in certain staple lines have fallen extensively; and the man on the street is once again the same, careful buyer of pre-war days. That surely is a constructive fact and one that will be beneficial in the future. It is well for all of us to get our feet on solid earth again and our heads out of the clouds, and we are fast getting there now.

In our own business, our spring stock orders are coming in on about the same basis as last year and the recent constructive and reassuring action of the manufacturers in passing on to the retailer the immediate benefit of lower market levels, even before the full effect had become available to the manufacturer himself, will, we believe, further stimulate buying. Then, with business in general throughout Canada marching forward again in the spring months after the perhaps salutary lesson that progress to be permanent must be sound and sane, we, in this essential industry of manufacturing paint and varnish with which to preserve public and private property, look for our share of the general prosperity that will follow the courageous and confident manner in which the people of Canada have faced the economic dangers of the last few months.

Looks for Rush

By Arthur D. Brown

A. Ramsay & Son Company, Montreal.

OUR experience in connection with supply and trend in price of raw materials is that while raw materials were extremely hard to secure in 1919, we find they are much easier to obtain now, and before long feel that manufacturers will be caught up and consequently will be able to get the same quite readily. We find some slight reductions in prices, but the majority of the materials are holding firm.

During the year just completed the labor situation has been very hard and awkward to control, but we managed to get sufficient help to carry on, and now find that it is gradually becoming easier. As far as the year is concerned, we have just completed the largest year in the history of our business.

At the present time we have no difficulty in taking care of the manufacturing of our products, and while, as stated, we have had trouble in the past, we feel that from now on we will be able to get sufficient employees at different rush seasons in the year to take care of our business.

Regarding market conditions during the year 1920, we would say that the tendency was upwards and very hard to obtain material, so much so, that we were compelled to order considerably ahead to take care of our requirements for increased business. The price tendency for finished products was slightly on the advance, but in all remained fairly stationary.

Regarding developments in the export field, conditions are a little difficult at the present time, owing to the fact that the banks are not honoring sight drafts against documents, and until such time as this is brought about, it means that the Canadian manufacturer will be compelled to grant credits and wait for payments, which entails considerably more risk than heretofore, and made it very difficult for the credit department to pass credits at great distances.

As to the outlook for 1921, on sizing up the situation from every point of

view, our business at the present time has a tendency to be quiet, yet in our class of business we feel that it is merely a postponement of shipments for a little later date, when it will tax each and every one in this industry to their utmost to take care of the business, not only for home consumption but for export. We cannot help but feel that the total year's business will be equally as large as that of last year. Shipments will come in rushes at certain seasons of the year instead of being spread out as they have been heretofore.

Confident in Outlook

By Royal Cluxton

The Canada Paint Co., Limited, Montreal.

WE are finding no difficulty in purchasing supplies of raw materials and there is a slight tendency towards lowering of prices on some products, although on others there is also a tendency towards increasing of same. We have no difficulty whatever in securing all the labor necessary, and it is also of an efficient character and wages are being maintained. Employment is steady.

The outlook for 1921 is extremely satisfactory, and we expect a substantial increase in volume of business.

The price situation is easing off, but the decline will be very small as the increase during the war period was of a minor nature. Present prices will be maintained until at least midsummer.

The development of the paint industry in the export field is increasing on a small scale.

Our confidence in the outlook for 1921 is assured, as Canada is fundamentally sound, and with our rapidly increasing immigration, agriculture and manufacturing, it is our opinion that Canada is entering into a period of rapid expansion and commercial development.

Strikes Optimistic Note

By Frederick Moore

Benjamin Moore and Co., Limited, Toronto.

REGARDING the supply of raw material, without exception you can get all the raw materials you require for our industry. The price on the majority of the lines is firm, some slightly higher than a year ago, and a few, probably 10 per cent. of the various colors we purchase, reduced approximately 10 per cent. in price. Manufacturers of raw materials seem to hesitate to make contracts for the first six months of next year, which would indicate a rather unsettled state of the raw material market. We are inclined to think that there will not be very much reduction on the line as a whole for the first six months of next year.

With regard to efficiency and wages for labor during the past year, we admit that it has not been as efficient as it might have been, but we think this has been due, in some measure, to lack of co-operation in all departments, and particularly with the management. Recently we have started an efficiency competition and have succeeded in effecting a very much closer co-operation between the employees in all departments, whether selling or manufacturing. This we expect will improve conditions generally in our factory during the coming year. The present state of employment would indicate that men are willing to work for very much lower wages than they were a year ago. This is no doubt caused by the large number of men being laid off where certain industries have partially closed down. We have not had occasion so far to lay off any men, so that from the labor or employment standpoint everything is very satisfactory.

The state of the market for our goods during 1920 was exceedingly good, but due to the difficulty in getting raw material we could not possibly fill all our orders.

Referring to price on the finished product, naturally there is a tendency to lower prices. It is true that in our industry there is a lot of high priced raw material in the finished product on our shelves. It is equally true, however, that oil has declined over 100 per cent., and this would naturally influence future prices. Then again, the public are looking for some revisions, and we think, with justification. We do not think that we have reached the bottom on a great many lines yet, but in our business particularly believe the deflation will be gradual. It is only necessary to keep cool.

With regard to the outlook for 1921, it is difficult to prophesy, and there is nothing very tangible at the moment to inspire confidence in a big year for 1921. At the same time, from several visits I have made to large centres, there is a spirit of confidence that the paint industry will have an exceptionally good year next year. This optimistic note is confirmed in the large orders being placed for future shipment. We feel sure that the manufacturing industry as a whole will be true to their own industry and endeavor to market their goods on an equitable and fair basis, no one trying to take advantage of the other but all pulling together for the best interest of the industry. This attitude will inspire confidence in the general trade, who in turn will inspire confidence in the consumer, with the result that it will be a satisfactory year for all concerned.

The Clothing Industry in British Columbia

By JAS. B. THOMSON

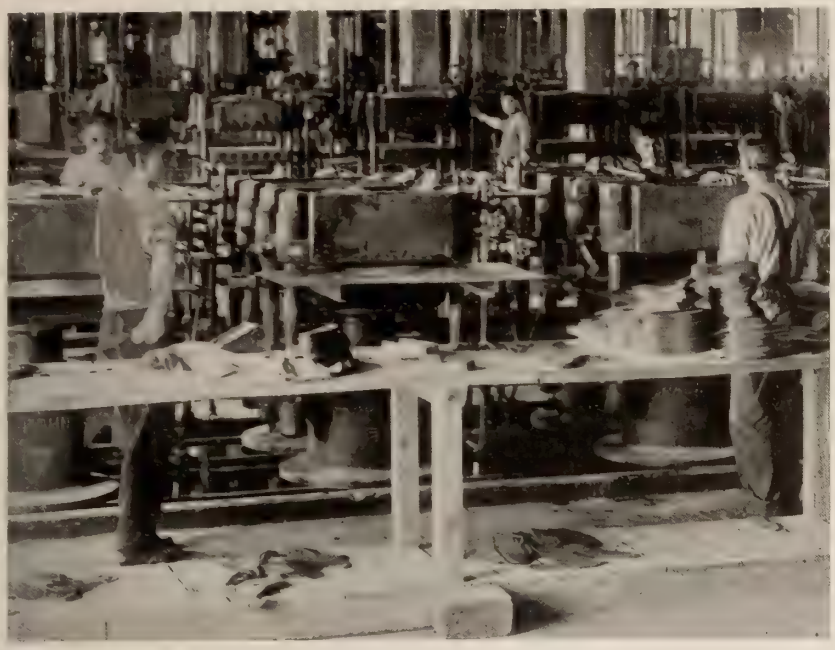
Jas. Thomson & Sons, Limited, Vancouver

THE greater proportion of the cost of any product is what is paid in wages, directly or indirectly for the cost of production. It is stated by many on a broad average that 80 per cent. of the cost of a given article up to the point of its reaching the consumer is what might be termed labor costs. Therefore, it must be readily seen that what in the past few months has been created largely by newspaper propaganda cannot be taken as a genuine decline in price to the consumer, unless coupled with that the quota represented in the cost of the article from a labor standpoint is reduced accordingly. So far there has been no decline in the amount of wages paid of any moment. Consequently, reductions in price considered with replacement values cannot be as drastic as the public is lead to believe at the present time by the final distributor, the retailer, who has more or less got panicky on the situation and is trying to get out from under at a cost which does not compare favorably in many instances with replacement value.

While as a firm and in our industry we cannot say that we have found efficiency lacking amongst our factory employees, it is a recognized fact that such inefficiency did exist and idling on the job, as it is termed, was very prevalent, especially during the period when the demand for labor was very much greater than the supply. It is noticeable even in our own plant that employees are more anxious and to-day consider it essential to produce to their fullest capacity so that they may retain their position. By this, impetus is given to production, and I think that when thoroughly explained the average employee realizes that it is his or her duty just as much as the employer's for the responsibility held.

When reviewing the decline in price, I think the consumer to-day must consider that the impetus given to production by the employee is more responsible for the cheaper prices the consumer is enjoying than a decline in wages. As far as our firm is concerned, there is no question but that the price of raw materials which we use are lower than a year ago, and the supply is very much greater from the fact, no doubt, that a great many of the European nations have not yet come to the point where credits can be safely extended to them, and the market for disposal of goods that is courted at the present time in Canada by both Great Britain and the United States.

During the past year we have used a greater number of employees in our factory than previously and to-day we are working full capacity, though at the present time the sale of goods is somewhat limited owing to the curtailment of other lines of industry, the consumption not being so great. The market for the products of our factory has up to the present been practically of a provincial nature, so that if other industries play their part, there is no question why we should not have as great a market for our goods as the year previous.



RUBBER GOODS INDUSTRY

Normal Condition Prevails

By R. E. Jamieson

Dominion Rubber System, Limited, Montreal.

THE supply of raw materials is all that could be desired and the trend of prices is downward. The supply of labor is quite ample. Efficiency is improving, but not to the extent that it ought to. Wages of labor during the year continue to be high and there has been no change. The present state of employment is that we are running about 70 per cent. of employment against our peak of 1919. We feel, however, that during the next three months this will be lessened.

The state of the market for our goods during 1920 was better than 1919, there being a good general demand. The price movement in finished products is downward. There is an absolute wish on the part of manufacturers of our products to meet so far as is possible the public demand for lessened prices. The process of deflation has not yet been completed and will take some time to accomplish. It has to be approached very carefully as, should there be any sudden drops, and the prices of raw material and labor will prevent that, it would cause considerable panic and a great deal of loss by failures in retail trade.

The export field has been very good during 1920, but the present rate of exchange is having a deterring effect. Orders are not nearly so free on that account.

My view of the outlook for 1921 at the present moment is optimistic. Indications in the rubber industry are that, owing to precautions taken by our industry in general, we are in a more fortunate position than almost any other class of commodity. Indications show that a fair, normal condition prevails and we hope that it will prevail during 1921. Stocks are not large in the hands of retailers. Prices are not abnormal and everything that can be reduced to the adjustment of matters is being very carefully dealt with, and consistently handed out to the public.

Rubber Footwear

By A. R. Kaufman

Kaufman Rubber Co., Limited, Kitchener.

SHIPMENTS are more prompt, and prices trend downward in raw materials. At present there is a surplus of labor, and on this account, labor is more efficient. We expect to produce over the winter approximately at the rate of two-thirds of last summer's production.

There was a good demand for our output until this fall, when weather conditions were against a ready sale of rubber footwear. Prices will decline according to lower costs of raw materials and labor. We expect rubber prices to decline materially in 1921. The prices of some other commodities may be near the bottom, and others will no doubt still decline. Reductions take place apparently as soon as there is a surplus of a commodity on the market.

There was more demand than supply for export until recently. Export prices have declined apparently on account of factories in United States and Canada, quoting prices without profit, in the effort to keep the factories running to nearly full capacity and assist in meeting the exchange situation.

The outlook for the manufacture and sale of necessities may be brighter than luxuries. We expect that general production for 1921 on this continent will be approximately two-thirds of 1920 production, unless this is materially increased by loans to foreign countries to lower the rate of exchange against these countries in order that they will be able to import requirements.

Conditions Should Improve

By J. O'Mara

K. & S. Tire and Rubber Goods, Limited, Toronto.

RAW materials with us have declined in price about 40 per cent. during the past five months. Until June we were operating our factory at Weston where labor was ample, efficiency fair and wages high. Employment in our industry generally at present is not more than 50 per cent., although in our own particular case we are installing a new plant and are not employing our usual help.

The sale of our products during 1920 showed an increase of over 200 per cent. over 1919. The prices of finished goods advanced during the year about 10 per cent. Owing to the high cost of raw materials held by the manufacturers in our particular line, there is little or no room for deflation, although there may be price cutting.

We opened up a good business in the export field, but owing to the fact that goods are being dumped in England and on the continent, this end of our business will not prove very attractive during the coming year.

Our view of the outlook for 1921 is that during the first three or four months conditions will be very unsettled, but that, as the year wears on, conditions should improve. We should make practically the same volume of sales. We believe that, if price-cutting is not indulged in too freely, business will be satisfactory for everybody concerned. While present conditions do not tend to inspire optimism, 1921 should prove to be an average year though it will not show the large profits some manufacturers had during the past six months.

Depends on Weather

By J. C. Beauchamp

Miner Rubber Co., Limited, Granby.

THE supply of raw material in 1920 has been ample and the trend on most materials has been downward, though on some materials there has been no reduction in price, while other

materials, owing to extraordinary conditions, have reached a price below pre-war level and below the pre-war normal price. Fuel has been scarce and abnormally high.

During the first six months of the year the supply of labor was scarce and, as a rule, all new labor that we employ is very inefficient and the wages of labor have been increased and are now at the high point of the year. We are at present employing practically our full complement of labor but are running on a somewhat reduced ticket, and prices paid for piece-work and day labor have not been disturbed.

The market for our product was exceptionally good for the first nine months of the year. The last three months, owing to weather conditions throughout Canada, have resulted in a curtailed demand. There has been no change in prices from that announced at the first of the year, though it is probable that in the near future, if present conditions continue, a reduction will take place.

Of course, the volume of our business greatly depends upon the weather, and if we were to have a genuine Canadian winter from now on it would have a great bearing on the volume of our business for 1921

The Tire Industry

By Gordon Spencer

THE position in the tire industry may be briefly summed up as follows: The high peak was reached in March, 1920, but from that time through the summer trade became dull.

This was due to two or three causes. In the first place the tightening of credits put a crimp into the selling of automobiles and consequently affected the tire industry. In the second place, as it seemed by common consent, people held off from purchasing in the hope of a reduction in prices, and in the third place a spirit of conservation was abroad and people have been looking after their tires and economizing by not carrying spare tires as has rarely, if ever, been the case in the history of the industry.

The consequences of all this were obvious and tire sales went down and down.

This is not true now, however, of the industry's condition, for from the middle of November the tide has undoubtedly turned and the increase in sales for the month of December is over that of November and there is every reason to feel with the help that the removal of the luxury tax has given that a remarkable recovery in the tire trade will have taken place by spring.

In fact it is possible to be even more optimistic than that. It is possible owing to cotton field conditions that there may be a considerable restriction in the output of cotton. It is reasonable also to feel that a large number of persons will hold off buying tires until the spring. The consequences of these two things will be that dealers and manufacturers who have been buying from hand to mouth will likely find themselves in the spring unable to meet the demand.

It is well to remember that the number of automobiles in Canada increases at the rate of about 25 per cent. per annum, to say nothing of the steady increase in the development and sale of the motor truck and the possibilities that are opening up in the Dominion for the motor bus.

In face of all this the rubber industry can look to 1921 with the greatest optimism.

The conditions of labor in the tire industry have been generally very good. There has been a large amount of welfare work done and factory conditions have been healthy and pleasant. It is true to say that the average wage in the tire business is at least as high, often times much higher than the average wage in any other industry. The average wage at the Goodyear factory for a considerable period was over $31.00 per week.

Every one knows that prices have been reduced very slightly during the past few weeks. There never was any need to reduce prices for tires because, as has been pointed out frequently, the percentage of increase in the prices of tires during the last six years has been very nearly negligible so that it is unreasonable to expect a very great change in the matter of prices. There may be an upward tendency. The possibilities in the export field are very large, especially so in the east, although owing to conditions in Europe trade may be held up for a time for this field.

To sum up, while we do not suggest any extravagance of view for the industry, we feel that a sane position is the position that says "all is well."

Conditions in the Brick Industry

By F. B. McFARREN

Interprovincial Brick Co. of Canada, Ltd., Toronto.

IN the year 1920, brick manufacturers as a whole, we think, experienced an excellent demand for their products until September. Many plants experienced difficulty, during the first half of the year, in obtaining coal for brick-burning purposes and this curtailed the production to such an extent that it was impossible to keep up with the demand, and the price of coal, of course, became very high. We ourselves were fortunate in having a large supply of coal on hand and were able to produce steadily all season and undertook extensions, increasing our capacity by an additional 50 per cent., having doubled our capacity in the previous year.

In September the combined effects of increased freight rates, which were particularly noticeable in the brick business, owing to the nature of the material, the difficulty in obtaining building loans and the anticipation of lower prices, caused a marked falling off in demand, but the general falling off of business in all lines has probably been effective in increasing the efficiency of labor and causing, to some extent, at least, the elimination of fictitious prices for coal. This leads us to believe that it will be at least possible to maintain a stabilized price and builders in the coming season should be able to figure their costs more accurately than has been possible for some time.

During the past year, while wages have been higher than ever before, the work produced per man has been more satisfactory. While most of our competitors are either closed down or running only to partial capacity, we feel so confident of the future of this industry that we are operating our plant to capacity without reducing wages, although the demand at present is extremely light and some wage adjustment may be necessary in order to continue to operate.

While prices have advanced during the past year to some extent, we do not anticipate a very marked reduction in price unless brick manufacturers are able to operate their plants at capacity, when it will be possible to take full advantage of the reduced cost of fuel combined with a reduced percentage of overhead expenses. This should mean a slight reduction of price at the factory, but the increased freight rates will counteract this reduction almost entirely. Brick, however, has not increased in price to such an extent as most other materials, and it is still possible to obtain this material at prices which should not seriously retard building operations, and there is so much contemplated work now in the hands of architects in the country and still such a marked shortage of houses and every indication of more satisfactory financial and general business conditions, that we feel sure that the coming season will be one of the most prosperous seasons we have ever experienced in the building trade.

While there has been no marked reduction in wages in the building trades, there has been a most marked increase in the amount of work done per man. As labor costs have been the biggest items in increasing the cost of building, due to the combination of high wages and the small amount of work performed, and the insufficient number of men available, we feel that the increased number of men available for construction industries and the increased amount of work done by each man will probably be the greatest factor in stabilizing and reducing the cost of construction, which will no doubt encourage many who have been delaying building operations for some years, to go ahead with contemplated construction.

What are Your Travellers Doing to Offset This Talk About Depression?

Some Thoughts Salesmen Can Spread to Inspire Confidence

By J. L. CHARLESWORTH

CONVERSATIONS nowadays have a way of turning towards the subject of business depression. The talk is by no means new; every few years some chain of rumour of much the same pattern will be started. The links may be weak, but they hang together with apparent strength, and that is enough for the general public. Equally, such conversation is highly unprofitable. If it is based on facts it is useless; if on falsehoods it is dangerous. Preventing it is the duty of every Canadian business man. Among preventive agents the travelling salesman is one of the most effective.

It is the modern custom to regard the traveller not as a mere salesman, but as the representative of the firm for whom he travels. More especially is this true in the case of a company doing business in all parts of Canada. For many of their customers the only personal contact with the house, and consequently the only vivid impression they receive of it, is through the traveller. What he says will be taken as the opinion of his employers, and the more important they are the more influence can he exert personally.

For that reason it is worth while paying some attention to what your traveller tells your customers. It is not likely that he will talk about depression in his own particular line, for by doing so he would be working against himself; but he may talk about hard times and a general decrease of trade, giving his listener, quite unintentionally, the general idea that it is time to exercise an excessive caution.

Such a traveller needs pulling up. His pessimism, of course, is not deliberate malice; it is more likely a result of the indigestible meals served by the small town hotel. But, whatever the cause, the effect will be the same. The customer meets his bosom crony at a whist drive that night.

"Jeremiah, of the Blank Company, was in to-day," he informs him; "from what he says, business is going to be pretty rotten for some time to come."

"Is that so?" says the other, trumping his partner's ace. "I guess he knows what he's talking about. I'd better pull in my horns."

A salesman who has always thought of him as a regular customer, calls next day, loses the expected sale, and goes away a determined pessimist.

So much for the evil. The remedy is not far to seek. Since your representative must talk, see that his conversation is along lines that are beneficial, not destructive. There are enough promising features to discuss without harping on the gloomy ones. Labour troubles are not so serious nor so frequent as they have been. The harvest has made a substantial contribution to our national wealth. There has been an increase in savings deposits.

Let the traveller speak of things like these, and pessimism about business conditions will give way to a sane and hopeful outlook. A shallow optimism is not advisable. "Hope for the best and prepare for the worst" is a sound motto; the trouble is that there is a tendency to follow the latter half only. Then there is the gospel of work, which needs continual preaching. The merchant in a rural town has too much time on his hands; there are few amusements beyond gossip with his friends and customers. If the traveller can find something for him to do, something that will take him out of his mental rut, he will confer a favor that must react to his own advantage. He may have some idea for window-dressing, or some rearrangement of stock that will promote efficient handling may be suggested. The sales manager should see that his force reads trade papers for ideas that can be passed on to customers. Any useful work that will keep him from brooding on the country's swift progression to the dogs will do. A busy man has no time to be morbid.

Constructive thought, with its implied corollaries, increased production and increased efficiency, is what Canada needs. Construction must start at the bottom, and in the small towns and cities of the Dominion, where lie the foundations of our industrial life, the adjustment to changing conditions should begin. The men who visit these places regularly, your travellers, have a splendid opportunity to offset the talk about depression by a message of faith, work and courage. Are they taking advantage of it?

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

December Meeting of the Executive Council

THE December meeting of the Executive Council, which was held at the head office in Toronto on Thursday, December 16, was largely attended, many members being present from a distance, including Mayor-elect Parnell of Winnipeg. The president, J. S. McKinnon, occupied the chair at the opening of the meeting, but relinquished it to vice-president J. R. Shaw a little later on. The agenda listed reports by the Executive Committee, Tariff Committee, Transportation Committee, Insurance Committee and Industrial Relations Committee, all of which were dealt with in the order named.

During the afternoon resolutions were carried felicitating Mr. Parnell on his election to the mayoralty of Winnipeg and expressing the appreciation of the association of the work of P. W. Ellis in connection with the completion of the big power deal. Both gentlemen replied in fitting terms, stating that they had felt the call to do what they could in the public interest and were gratified at the confidence reposed in them.

Ontario Division Hears Interesting Address

A GENERAL meeting of the Ontario Division was held at the King Edward Hotel, Toronto, on Thursday, December 16, when, following a luncheon, Dr. T. Kennard Thomson, C.E., the eminent Canadian engineer, delivered an illustrated address on "Niagara Water Power."

Dr. Thomson is a graduate of the School of Science, Toronto, and was the first engineer to receive the honorary degree of Doctor of Science from the University of Toronto. He has had a distinguished career as an engineer, commencing with work on the Rocky Mountain division of the C.P.R. in 1883-4-5. He was subsequently employed by the Dominion Bridge Co., Lachine, and by a large bridge company in the United States. For many years he has been a consulting engineer in New York, being one of a board of five engineers for the New York State Barge Canal and being retained for over thirty skyscrapers in New York City, besides numerous bridges.

Dr. Thomson put forward his proposal for the further development of the Niagara River by means of a dam to be built at Foster's Flats, three miles below the Falls. He claimed that this was perfectly feasible. Half the dam could be built on dry land. The river could then be diverted from its present bed through openings in the bottom of this part of the dam and the balance of the dam completed in the present bed of the river. There would be secured a drop of about one hundred feet, which would produce 2,000,000 horse-power.

The cost of construction of this scheme with the necessary power houses and equipment was estimated at less than one hundred million dollars, and in return will produce power equivalent to ten million tons of coal annually. That the supply of power generated could be distributed within a radius of 500 miles was a fact acknowledged by electrical engineers, and this area includes 60 per cent. of the population of the United States and 80 per cent. of that of Canada. Dr. Thomson was firmly convinced, however, that all of the power developed at Niagara would be consumed within 100 miles of the Falls.

The meeting was largely attended. The chairman of the Ontario Division, J. R. Shaw, presided, and seated near him at the head table were Hon. E. C. Drury, Premier of Ontario; Hon. Peter Smith, Provincial Treasurer; Hon. Walter Rollo, Minister of Labor, and J. S. McKinnon, President C.M.A.

Re Unemployment

The Executives of the Ontario Division and Toronto Branch recommend that workers in the factories should not be laid off where at all avoidable, but that when a decrease of production is necessary, it should be effected by closing down for half days or whole days rather than by a reduction of hours on the day's work, thus minimizing factory disorganization, assisting in relieving the power shortage, and enabling the workers to better utilize their spare time, and thereby keeping as many men employed as possible.

Work of the Translation Department

ONE of the departments at head office, which is handling a steadily increasing volume of work, is the Translation Department. During August, September and October of last year the department translated 652 documents and letters; of these 539 were French, 82 Spanish, 26 German, 4 Portuguese and 1 Italian. During the same period letters have been received for translation from the following countries: Austria, Argentine, Belgium, Bolivia, Egypt, Brazil, France, Colombia, Germany, Cuba, Italy, Dominica Republic, Poland, Ecuador, Spain, Mexico, Switzerland, Panama, Uruguay, Peru, Venezuela. The work of the department reflects the increasing interest of Canadian manufactures in export trade.

Toronto Manufacturer on Panel of Enquiry

IN conformity with the terms of the peace treaty the Government has appointed Right Hon. Mr. Justice Duff, of the Supreme Court, Ottawa; Mr. S. R. Parsons, of the British American Oil Company, Toronto, and Mr. Joseph Gibbons, business manager of the Amalgamated Association of Street and Electric Railway Employees of America, Toronto Division, to be Canadian representatives on the panel from which a commission of enquiry would be chosen. Articles 411 and 412 of the peace treaty relating to action which may be taken in the event of a member of the international labor conference failing to observe the terms

of a convention ratified by such member, provides that the governing body may apply for the appointment of a commission of enquiry to deal with the situation. Each member of the conference is empowered to appoint three persons of industrial experience, one representative of employees, one of employers, and one of independent standing, to the panel from which the three persons to constitute the commission would be chosen.

Canadian Air Force Offers Temporary Work

AS some manufacturers may be temporarily laying-off certain mechanics, it should be known that the Canadian Air Force can take on a number of men each week for from one to six months. The advantage to the manufacturer to encourage his employee to join the Air Force would be that during certain slack periods the manufacturer could let the employee go and do a tour of duty with the C.A.F., and when he requires the services of this man, he could get him back at almost any time.

In other words, a man enlists in the Canadian Air Force for four years, and agrees to do one month's training in every two years, or a total of two months' training. If he is a good man and there is a vacancy on the semi-permanent establishment, he will be kept on for a longer course of training, up to twelve months, but the man may, at his option, leave at any time after the one month. Manufacturers who desire to retain their hold in this way on good workmen should communicate with the Provincial Secretary, Ontario Branch, Canadian Air Force Association, 75 Sun Life Building, Toronto.

Toronto Branch Deals with Unemployment

UP to September, 1920, labor in Canada was well absorbed, Toronto, Victoria and Vancouver being the only points where unemployment was complained of. In these three places, employment outside the city at good wages was offered during September and October for 3,400 men, with practically no response. Since that time, the situation has changed in that men engaged in seasonal occupations, or who lost their employment through the contraction of industry, have taken the outside employment offered, so that the opportunities of two months ago no longer exist.

Immigration of industrial workers has been restricted to a minimum. As an example of this, it may be stated that employers have since January last filed requests with the Department of Immigration and Colonization for permission to bring in 4,385 skilled workers. These requests have not been granted except in cases where the Employment Service of the Department of Labor was unable to find suitable workers in Canada, resulting in only 770 being brought in, the remaining requirements being filled with home supply. The recent raising of the cash requirements and other incidents which might be named, are all indications of the attention given to this important question.

Ordinarily, unemployment problems are the more direct concern of the municipality, state or province where they occur, federal aid being given only when the problem becomes too difficult to handle locally. The Government of Canada has intimated that it is willing and anxious to do what is necessary to aid but cannot assume obligations which properly belong to a particular municipality or province.

It is estimated that in Toronto approximately 20,000 men, about one-third of whom are returned soldiers, are in need of work immediately. As a result of conferences held by his Worship the Mayor, a Citizens' Unemployment Committee has been formed to assist in finding employment for these people. The C.M.A. is represented on the Citizens' Committee by T. A. Hollinrake, chairman, Toronto Branch, Thos. Roden and H. Macdonald, secretary, the Board of Trade, Trades and Labor Council, Soldiers' organizations, etc., being also represented, together with the Director of the Ontario Government Employment Bureau. W. H. Alderson, vice-chairman of the Board of Trade, is chairman, and F. D. Tolchard, Social Service Department, Board of Trade, is secretary. This committee has been holding daily meetings, and has invited the co-operation of the Provincial and Federal Governments.

Meantime, employers of labor have been asked to make a careful survey of their establishments, to see if it is not possible to absorb some of the surplus labor, if only temporary, with preference to the returned soldiers. The committee offers the following suggestions as ways in which aid might be rendered:—(1) That wherever possible, employers refrain from working overtime, in order that a larger staff may be employed; (2) That rather than reduce their staffs and thereby add to the number of unemployed, employers of labor reduce the number of working days per week or shorten the hours per day; (3) That, as far as possible, "Made-in-Canada" goods be purchased.

The committee believe that if every citizen will do his or her part in giving employment, where and when possible, and will purchase only the products of Canadian labor, where obtainable, the Ontario labor unemployment problem will be minimized.

Our Branch Chairmen for 1920-21



C. J. Watson
Great West Saddlery Co., Limited
Chairman, Regina Branch

MR. WATSON was born in the village of Ayr, county of Waterloo, Ontario. When he was seven years of age the family moved to the west, landing in Winnipeg, which was then a small village, in the spring of 1878. His family settled on a farm at Portage La Prairie, but, as they all came from a manufacturing stock, they did not stay long on the farm.

When C. J. was sixteen years of age he took up the leather business, learning the trade of harness making; and, after spending several years in the retail business, went on the road for The Great West Saddlery Company, travelling for the above company for eight years, when he was appointed manager of the company's branch which was then opened at Regina, which position he still holds.

Recent Visitors at Our Vancouver Office

AMONG the more prominent visitors to the Vancouver office of the Association during the past few weeks were Mr. C. F. Yegge, president of the Chicago Mill & Lumber Company, operating sixteen different box manufacturing plants in various parts of the United States, and past president of the National Association of Box Manufacturers, with headquarters at Chicago, and Mr. W. D. Burr, general secretary of the National Association of Box Manufacturers, Chicago, an organization comprising over 100 firms engaged in the manufacture of different types of boxes in the United States. Facilities were placed in the way of Messrs. Yegge and Burr for visiting box plants in this district. A meeting was also arranged for them with the chairman of the Box Manufacturers section of this Division, and with the chairman of the Local and Export sub-committees of that section. Messrs. Yegge and Burr spent two days in Vancouver and vicinity.

Another visitor was Captain Evan J. Edwards, senior commissioner in Canada for the British Department of Overseas Trade, whose headquarters are in Montreal, and who was accompanied by Mr. L. B. Beale, assistant commissioner of the same service, with headquarters in

Winnipeg. This was Captain Edwards' first trip to British Columbia, and he and Mr. Beale spent upwards of two weeks in visiting various industrial establishments in Vancouver, New Westminster and Victoria, and in familiarizing themselves with business conditions in this district. In co-operation with the Vancouver Board of Trade the Vancouver office of the C.M.A. devoted the greater part of an entire week in assisting to show Messrs. Edwards and Beale various industries.

Garment Manufacturers Hold Annual Meeting

THE third annual convention of the Canadian Association of Garment Manufacturers was held in the City of Montreal, Quebec, during the second week in December, when the following officers were elected for 1921:—President, R. P. Sparks, Ottawa, Ont.; Eastern Vice-President, P. S. Hardy, Montreal, Que.; Western Vice-President, C. A. Graham, Edmonton, Alta.; Treasurer, H. F. Brooks, Ottawa, Ont.; Secretary, F. E. Hawkins, Ottawa, Ont.

Among matters discussed at the convention the present business situation was dwelt upon. While the difficulties of that situation are fully recognized, an undercurrent of optimism was strongly evident. In the opinion of the great majority of those present, the most menacing feature of the process of deflation has been the almost universal disregard of moral, if not legal, responsibility in the matter of contracts. Manufacturers are held firmly to commitments, and while the difficulties of the retailers are recognized, resumption of business depends upon the re-establishment of confidence between buyer and seller. The problem then is one of rebilling. Manufacturers are going out to the trade after January 1st in the full conviction that prices are now established—that all the water has been squeezed out and, unfortunately, not a little blood. The salvation of business and the resumption of employment depends upon recognition of these facts, and the placing of orders conservatively and sanely by the retail trade, and the confident belief that the business integrity of Canadian merchants will insure acceptance of all goods purchased from now on.

The tariff was fully discussed, also the case for the industry which had been presented in the form of a brief or statement before the Tariff Commissioners at Montreal in November last. The feeling of the convention was largely one of hope that the Government at last would see its way clear towards doing something to relieve the hardship resulting to the garment industry from the operation of the tariff.

Also as a further result of the convention a question of price adjustments was taken up with the mills for the first time as an association enterprise.

So far as possible at this time of uncertainty plans were laid for next year's activities in the full belief that the return of normal conditions might be a hard, but none the less necessary process, and that the sooner the problem was tackled in a practical manner by everybody, the better.

Fifty-Eight New Members in December

MEMBERSHIP work is reported to be progressing satisfactorily. At the December meeting of the Executive Council, applications from 58 firms were received and accepted. While there have been a number of resignations, it is significant that these have been chiefly due to amalgamations, business failures or firms going out of business.

Following is the list of new members for the month of December:—

FIRM.	ADDRESS.	REPRESENTATIVE.	PRODUCT.
Nichols Chemical Co., Ltd.	Barnet, B.C.	G. R. Charters (add'l.)	Chemicals
B.C. Manufacturing Co., Ltd.	New Westminster, B.C.	P. J. McMurphy, (add'l.)	
Columbian Pulleys, Ltd.	Vancouver, B.C.	Fred. N. Barger	Pulleys.
The Staneland Co., Ltd.	Victoria, B.C.	W. E. Staneland	Paint
Clayquot Sound Canning Co., Ltd.	Victoria, B.C.	J. L. Beckwith	Canned Goods.
Saults & Pollard, Ltd.	Winnipeg, Man.	G. H. Saults	Printing.
American Can Co., Ltd.	Hamilton, Ont.	F. McKinley (add'l)	Cans.
Carr Fastener Co., of Canada, Ltd.	Hamilton, Ont.	Louis del Berg	Snap Fasteners.
Don-O-Lac Co of Canada, Ltd.	Hamilton, Ont.	A. E. Hutson, Jr.	Shellac, etc.
The Moto-Meter Co. of Canada, Ltd.	Hamilton, Ont.	Samuel E. Ryder	Meters.
Perkins Glue Co.	Hamilton, Ont.	G. S. Perkins (add'l.) (Mail to Lansdale, Penn., U.S.A.)	Glue.
Ingersoll Knitting Co.	Ingersoll, Ont.	L. Waterhouse	Towels, etc.
McGill-Quinn Handcraft Products.	Norwood, Ont.	F. P. Quinn	Basketry, etc.
Canadian Packing Co., Ltd.	Peterborough, Ont.	G. N. Matthews (add'l.)	Meat.
Bouvier & Hutchinson	Toronto, Ont.	G. S. Hutchinson	Envelopes.
Chas. A. Branston Co.	Toronto, Ont.	Jas. C. La Trobe	Generators.
The Burrows Mfg. Co.	Toronto, Ont.	G. C. Burrows	Sheet Metal Gds.
Canadian Panama Hat Co., Ltd.	Toronto, Ont.	P. H. Lustig (add'l) (Mail c/o Lustig Bros., 198 Greene St. New York, N.Y.	Hats.
The Coleman Lamp Co., Ltd.	Toronto, Ont.	H. H. Minard	Lamps, etc.
R. Dack & Sons, Ltd.	Toronto, Ont.	S. R. Dack	Shoes.
Dominion Cloak Co., Ltd.	Toronto, Ont.	H. Rosenberg	Ladies' Cloaks.
Dominion Oxygen Co., Ltd.	Toronto, Ont.	W. F. Thatcher	Oxygen, etc.
Dunlop Candy Co.	Toronto, Ont.	W. A. Dunlop	Candies.
Glena-Signal Oil Co. of Canada, Ltd.	Toronto, Ont.	Robert McVicar	Oils & Grease.
Goldsmith Bros. Smelting & Refining Co., Ltd.	Toronto, Ont.	N. L. Nussbaum	Dental Gold.
Hertel-Harshman Co., Ltd.	Toronto, Ont.	R. N. Harshman	Greeting Cards.
Massey-Harris Co., Ltd.	Toronto, Ont.	T. Bradshaw (add'l.)	Agricultural Implements.
Robert McCausland, Ltd.	Toronto, Ont.	A. J. McCausland	Memorial Windows.
McGregor, McIntyre, Ltd.	Toronto, Ont.	A. Ross Robertson, (add'l)	Structural Steel.
National Cabinet Co., Ltd.	Toronto, Ont.	A. B. Beverly	Gramophones.
Sangamo Electric Co. of Canada, Ltd.	Toronto, Ont.	Scott Lynn	Electric Meters.
A. Schrader's Son, Inc.	Toronto, Ont.	H. R. Cole	Tire Valves.
Shipway Iron Bell Wire Mfg. Co.	Toronto, Ont.	Thos. Henry Shipway	Iron Work, etc.
The Silver Footwear Co.	Toronto, Ont.	J. Rotstein	Spats, etc.
Sinclair-Allen & Co., Ltd.	Toronto, Ont.	N. A. Sinclair	Stationery.
William H. Stevenson.	Toronto, Ont.	Wm. H. Stevenson	Signs, etc.
The Thornton-Smith Co.	Toronto, Ont.	R. N. Irvine	Furniture.
Standard Steel Construction Co., Ltd.	Welland, Ont.	Clarke J. Madgett	Fabricators.
Wood Hydraulic Hoist & Body Co.	Windsor, Ont.	A. G. Kerr	Hoists.
Canadian Packing Co., Ltd.	Hull, Que.	R. G. Dalsier (add'l.)	Meat.
Canadian Buttons, Ltd.	Montreal, Que.	H. R. Rossler	Buttons, etc.
Canadian Packing Co., Ltd.	Montreal, Que.	S. G. Matthews (add'l.)	Meat.
Maguire, Paterson & Palmer (Canada), Ltd.	Montreal, Que.	A. W. Hugann (add'l)	Match Splits.
Maguire, Paterson & Palmer (Canada), Ltd.	Montreal, Que.	John Ernest Ardren	Match Splits.
The Montreal Forge & Shackle Co., Ltd.	Montreal, Que.	T. N. Hutchinson	Shackles.
Taylor Stoker Co.	Montreal, Que.	G. W. Henderson	Stokers.
Hermenegilde Sare	Quebec, Que.	Hermenegilde Sare	Mustards, etc.
Isidore Pouliet	Quebec, Que.	Isidore Pouliet	Furs.
Joseph Racine	Quebec, Que.	Joseph Racine	Leather.
General Lumber & Mfg. Co., Ltd.	Sherbrooke, Que.	R. W. Hibbard (add'l.)	Lumber.
Dominion Manufacturers, Ltd.	Three Rivers, Que.	Leopold Girard (add'l.)	Hearses.
Anselme Duke, Ltd.	Three Rivers, Que.	Auseline Duke	Lumber.
La Cie de Produits en Beton Special	Three Rivers, Que.	A. H. Morean	Washing Tubs
La Cie. de Pub. "Le Nouvelliste," Ltée	Three Rivers, Que.	R. Bourgue	Newspapers.
Trottier, Villeneuve & Lacroix.	Three Rivers, Que. To come into effect on January 1st.	Jos. C. Villeneuve.	Artificial Stone.
Clark Dental Mfg. Co., Ltd.	Toronto, Ont.	T. N. Clark	Dental Appliances.
Frame Neckwear, Ltd.	Toronto, Ont.	J. S. Frame	Men's Neckwear
The Goldstein Mfg. Co., Ltd.	Toronto, Ont.	Bernard Goldstein	Jewelry, etc.

New Legislation by Saskatchewan

THE Prairie Division reports as follows in connection with new legislation by the Province of Saskatchewan. The public press contained a news item with respect to a request made by the Saskatchewan Trades Council to the Government of that Province for state insurance and amendments to the factories act. The Government was communicated with and it was ascertained that it proposed to introduce an amendment to the factories act prohibiting the employment of male persons under the age of 14 years, and female persons under the age of 15 years; and an amendment to the workmen's compensation act increasing the total amount that can be recovered

for permanent disability from $1,800 to $2,000, and for a death claim from $2,000 to $2,500.

The chairmen of the various branches in Saskatchewan were communicated with and inasmuch as the amendment to the factories act simply places boys and girls in Saskatchewan on the same footing with respect to employment that exists in other provinces, it was decided to concur in the amendments to the factories act and further, as the amounts provided in the amendment to the workmen's compensation act were no greater than provided for in other provinces and were considerably lower than provided in some provinces, it was decided to make no objection thereto. Therefore, the following letter was dispatched to the Hon. Chas. A. Dunning, Minister in charge of the Bureau of Labor and Industries, under date of Nov. 30th:

"*Sir,*—

"With further reference to your favor of November 20th.

"I have corresponded with our members in Saskatchewan and they are quite willing to accept the amendments to the factories act and the workmen's compensation act, outlined in yours of November 20th.

"It is the desire of manufacturers in Saskatchewan to co-operate with the Government to the greatest possible extent in legislation affecting industries in the Province and they will at all times appreciate an opportunity of conferring with the Government when any such legislation is under consideration.

"Again thanking you for your favor of November 20th, I remain."

Question of Insurance Agents' Commissions

THE Ontario Insurance Superintendent, Mr. Evan Gray, has recently caused a considerable furore in the insurance world by a statement of the Government's intention to limit the remuneration of agents. Mr. Gray states that his action is in pursuance of Judge Masten's report of the Ontario Insurance Commission in which the recommendation is made that, unless the insurance companies themselves took voluntary action in this direction, the matter should be dealt with by legislation.

A circular letter to all fire insurance companies was issued by the superintendent outlining his views and inviting them to a conference on the subject. The Government's suggestion was stated to be the limitation of commissions to all agents to 15 per cent. of the premium and the prohibition of over-riding commissions to general or supervisory agents. All supervision of business was to be paid by salary only and no agent receiving commissions was to be eligible for such salary. Mr. Gray personally advised the Insurance Committee of the Canadian Manufacturers Association that his sole object was to effect a direct saving in expenses which would be immediately deducted from the prevaling insurance rates.

The suggestion has naturally aroused no little alarm among insurance agents of every class in Ontario. Many have been the complaints that a commission of 15 per cent. is inadequate remuneration for the work done. It is clear, of course, that, if the superintendent's plan were carried out in its present form, it would mean the disintegration of many of the oldest and largest insurance firms, particularly in Toronto. Most of these firms combine ordinary brokerage work with the management of a group of insurance companies, whose business they supervise throughout the Province, appointing subagents, preparing policies and generally doing all the work necessary. For these services the insurance companies pay them a higher rate of commission than is paid by the general agents to the subagents and brokers. The adoption of Mr. Gray's scheme would necessitate the opening of a special office in Ontario by every insurance company wishing to transact business in the Province.

The opinion of the insurance companies themselves is divided. A few who already have branch or head offices in Toronto, maintain that their operating expenses would be considerably reduced and the assumption is that they would be willing to give the assured the benefit of the saving by means of reduced rates. The majority of the companies, however, operate through a general agent in Toronto and are very much averse to incurring the expense of opening a branch. These companies state emphatically that they can operate more economically through the general agency system and that the proposed changes would actually increase the expense ratio instead of reducing it. These companies, therefore, would not look very favorably on the consequent reduction in rates.

The fact of the matter seems to be that the larger companies who already have offices of their own in Ontario can transact their business more cheaply than they could by employing general agents, while most of the smaller companies, with a limited premium income, are only enabled to compete by means of the general agency system which divides the management expenses among several of them.

The conference between the superintendent and the insurance companies was duly held on December 16th, but no agreement was arrived at. It is a difficult problem which Mr. Gray will probably have some trouble in solving.

New Mayor of Winnipeg.



E. Parnell.
Spiers, Parnell Baking Co.

IN the recent municipal election in Winnipeg, the citizens' candidate for the mayoralty was Mr. Edward Parnell, a prominent member of the C.M.A. and an ex-chairman of the Prairie Division. He was successful in the contest and will be next year's mayor of Winnipeg. Mr. Parnell is an excellent type of public man. He is well read, has travelled widely, and is possessed of broad sympathies. His brief on the income tax presented before the Tariff Commission at its second hearing in Winnipeg is generally regarded as the last word on the subject.

The International Labor Conference

FOLLOWING upon the first annual meeting of the International Labor Conference, held at Washington last year, 29th Oct. to 29th Nov., the various draft conventions and recommendations which were adopted at the Conference have been forwarded to the different members (including, of course, Canada), in order that "each member may bring them before the authority or authorities within whose competence the matter lies, for the enactment of legislation, or other action." This has been done in accordance with Article 405, paragraph 5 of the Labor Part of the Treaty of Versailles, which limits the time for so doing to one year (or in exceptional cases, eighteen months) from the closing of the Conference, officially fixed as the 27th January, 1920. It is to be noted that there is no obligation on any signatory of the Treaty to enact into law the various conventions and recommendations. There is simply an undertaking to bring the different matters to the attention of the proper authority.

On the question of what is the competent authority, in the case of the several conventions, the Canadian Government has given the following rulings:

I. *Hours and Conditions of Labor*:

The following draft conventions and recommendations relating to hours and conditions of work are declared to involve legislation coming within the competence of the provinces, except, of

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course, in so far as Dominion works are affected.

(1) Eight-hour day and forty-eight hour week.
(2) Prohibition of employment of women six weeks before and six weeks after childbirth.
(3) Prohibition of night work for women.
(4) Minimum age for children in industry, fourteen.
(5) Minimum age for night work, eighteen.
(6) Protection of women and children against poisoning.

II. *Unemployment*:

In the case of some of the questions which are declared to be for the Dominion, there is legislation already existing (as indicated below) under which the Dominion Government has adequate powers to give effect to the proposals of the draft conventions.

Question.	Jurisdiction.	Existing Legislation.
1. Centralized system of employment agencies.	Dominion	Employment offices. Co-Ordination Act.
2. Suppression of private employment agencies.	Provinces.	
3. Reciprocity in recruiting workmen in another country.	Dominion	Immigration Act. Alien Labor Act.
4. Unemployment insurance.	Dominion	
5. Co-ordination of execution of public works so as to provide work in periods of unemployment.	Dominion and Provinces.	

III. The question of reciprocity between different countries in the matter of admitting foreign workmen to the benefit of the laws for the protection of the home workmen is declared to be for the Dominion;

IV. Three recommendations relating to questions of health—all of which come within the competence of the Dominion and are covered by the Acts cited:

(1) Prevention of anthrax—Quarantine Act.
(2) Prohibition of use of phosphorus—Phosphorus Act, 1914.
(3) Government Health Service, for safeguarding health of workers—Department of Health Act, 1919.

Foresaw Niagara Falls Development

IN moving a resolution at the last meeting of the Executive Council expressing appreciation of the work done by Mr. P. W. Ellis in connection with Hydro-Electric power development at Niagara Falls, Mr. J. O. Thorn read extracts from a letter written by Mr. Ellis to Sir Adam Beck fifteen years ago. In view of subsequent events this letter showed amazing foresight on the part of Mr. Ellis and constitutes a tribute to his breadth of vision that is quite remarkable. In the letter, dated March 7, 1905, he said in part:—

"Although the consumption of power in the Province of Ontario in the past has probably been considerably less than the amount that will be generated by the three Canadian companies upon the completion of their respective undertakings, the development of manufactures, light railways, etc., of the next few years will certainly increase to an enormous extent the demand for electric energy. It is therefore of great importance that this reserve power be retained in the hands of the province as a public asset to be developed only for the public good, or if franchises be given to private companies to utilize it, they should be given under such safeguards and restrictions as shall effectually prevent the charging of excessive rates and the amalgamating of competing interests.

"This question, however, should be considered by the Government, not from the standpoint of the demand of the next few years, great though that may be, but from the standpoint of the future development of the province, viewed not in the aspect of the paltry necessities of a few decades, but rather in the aspect of an endless evolution of the country's activity. There are nearly 6,000,000 of H.P. represented at the present Niagara waterfall, according to the estimate of competent engineers, and if only one-quarter of this amount should be diverted for commercial purposes the Canadian share of this heritage of 1,500,000 H.P. will have an almost unimaginable effect upon the future development of Ontario.

"If the water in its natural state at the Falls were valued at the rate of $5 per H.P. per annum, thus leaving abundant margin for development and transmission cost and still permitting of its sale to consumers at revolutionary figures, the annual value to the province when the full quantity is consumed would be $5,000,000, which is more than the total consolidated revenue expenditure of the province for 1903. This is a short way of illustrating the value of Niagara Falls power potentialities. If it should be so arranged that 1,000,000 H.P. of the surplus water of the Falls were reserved for a Government or municipal development, and were sold to consumers at net cost of production, two startling things would follow, viz.—

"1. The annual Government Revenue derived therefrom would, when the whole amount is consumed, amount to $5,000,000, which is more than the total consolidated revenue expenditure of the Province of Ontario for 1903.

"2. The gain to consumers of power would be, at least three times the above amount, or say $15,000,000; that is to say that, supposing the development and distribution in addition to the Government license aforesaid should bring the sale price up to $20 per H.P. per annum, that would represent a saving to the consumer at the very least as compared with present current prices of $15 per H.P. per annum, or $15,000,000 per annum.

"These figures are startling in their magnitude but the effects on the economic development of the province that would follow from their realization are still more startling. Of course people who think with night-caps on and whose futures are limited by five and ten-year horizon lines will dismiss the whole matter as something too visionary or too remote for realization. The reply is, we have always short-sighted people with us and the country has been sufficiently and severely punished because of their influence upon it. The Government stands in the position of a trustee for the province and its trust is not fulfilled by taking care of the people's interests for short periods of time. Much is said in these days about the necessity of preserving the lumber and mineral resources of the province, but if they should be given away the lumbermen at most would only receive a single crop and the miner would only receive a fixed quantity of ore which within the course of time is bound to be worked out; while in the matter of Niagara Falls, to whomsoever the water is given there is a perpetual gift, because as long as the order of nature stands the water is there available for conversion into electrical energy."

Labor Minister Holds Conference

WHEN the Minister of Labor was in Toronto as a member of the Tariff Commission, he took advantage of the opportunity to discuss the unemployment situation with representative bodies. Among others, he held a conference with manufacturers in the Association's offices on December 7, when the whole situation was thoroughly discussed. Following the return of the Minister to Ottawa, the following definition of government policy was published:—

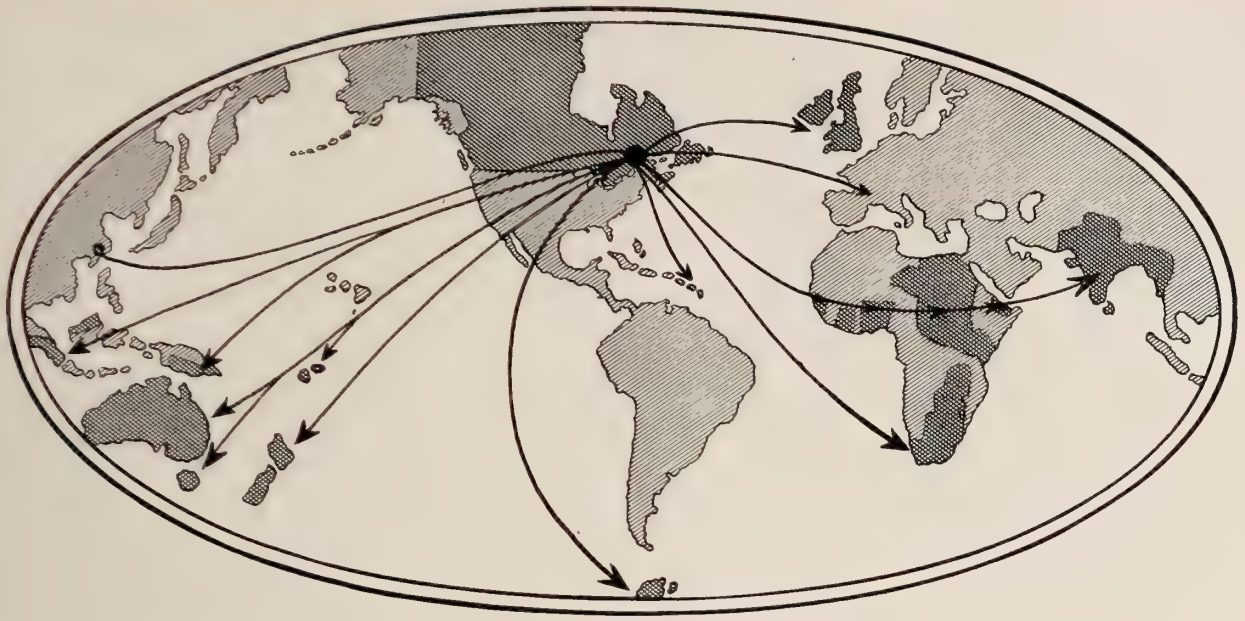
"The Government has kept closely informed respecting the problem of unemployment, and has done all possible to provide against the foreseen inevitable contraction in business which was bound to occur.

"The employment service of Canada, carried on co-operatively by Federal and Provincial authority, rendered a valuable service following the ending of the great war in that more than 600,000 men and women have found employment through this agency since March, 1919.

"Up to September, 1920, labor in Canada was well absorbed, Toronto, Victoria and Vancouver being the only points where unemployment was complained of. At these three, placed employment outside of the city, at good wages, was offered during September and October for 3,400 men, with practically no response. Since that time the situation is changed in that men engaged in seasonal occupations or who lost their employment through the contraction of industry, have taken the outside employment offered, so that the opportunities of two months ago no longer exist.

"By the re-opening of work on the Welland Canal in 1919, employment was found for between two and three thousand workmen in the district where the industrial dislocation resulting from the cessation of war work was most acute.

"The Government's shipbuilding programme was extended in 1919 and 1920, with the approval of Parliament, primar-



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In the British Isles, in India, in China and Peru, men are shaving swiftly, perfectly and happily with the keen rigid edges of the waferlike Gillette blades, Made in Canada.

Wherever you go, in any part of the world, you will find business men profiting by the time-saving Gillette Safety Razor, Made in Canada.

The Gillette plant is the biggest safety razor factory in the Empire, and manufactures many, many millions of blades—little double edged wafers of steel that must answer by individual test to the finest degree of temper, exactitude and excellence known to British craftsmanship.

Made In Canada——Known The World Over

Gillette

Safety Razor

MADE IN CANADA

TRADE Gillette MARK

KNOWN THE WORLD OVER

ily to employ labor during the re-organization period.

"Immigration of industrial workers has been restricted to a minimum. As an example of this, it may be stated that employers have, since January last, filed requests with the Department of Immigration and Colonization for permission to bring in 4,385 workers. These requests have not been granted except in cases where the employment service of the Department of Labor was unable to find suitable workers in Canada, resulting in only 770 being brought in, the remaining requirements being filled from home supply. The recent raising of the cash requirements and other incidents which might be named are all indications of the attention given to this important question.

"Obviously there can no longer be any recognized distinction between the physically fit returned man and other unemployed workmen. The disabled or partially disabled soldier must and will continue to receive special attention.

"Ordinarily unemployment problems are the more direct concern of the municipality, state or province where they occur, Federal aid being given only when the problem becomes too difficult to handle locally. The Government of Canada is willing and anxious to do what is necessary to aid, but cannot assume obligations which properly belong to a particular municipality or province.

"It will, however, through the Department of Labor, be glad to co-operate with and aid provincial authorities, as necessity appears, and through the Soldiers' Civil Re-establishment Department, continue to give special attention to disabled or partly incapacitated returned soldiers.

"Many employers are retaining as many of their workmen as possible, manufacturing stocks the sale of which is uncertain. Others who cannot do this have reduced working time, instead of reducing staff, which practice seems commendable. Everyone should remember that every Canadian-made article purchased reduces unemployment.

"If every citizen will do his or her part in giving employment where and when possible, and will purchase only the product of Canadian labor where obtainable, the unemployment problem will be minimized."

Issued Statement on Unemployment

IT was decided at the December meeting of the Executive Council that a statement dealing with the question of unemployment should be issued to the press with a view to controverting certain accusations that were being levelled against manufacturers. The statement reads as follows:—

"In view of the attempts of certain newspapers and speakers to attribute the present unemployment and trade depression to the deliberate action of manufacturers, the Executive Council of the Canadian Manufacturers Association takes this opportunity to say officially that these statements are not true. Such statements are so absurd that they should carry their own refutation, but as they may do some harm if they are allowed to pass unnoticed, we wish to deny them and also to point out what we think are some of the real causes of present conditions.

"The sales of goods made in Canadian factories have been steadily decreasing during the past six months.

"The decrease has been apparent in both foreign and home sales. The depreciated currencies of European countries, by creating unfavorable exchange, makes it almost impossible at present to sell in Europe. Moreover, most foreign countries are unable to finance credits for purchases abroad. In addition to the loss of export trade, there has been a considerable shrinkage in sales at home, partly due to the fact that the European exchange conditions have wiped out the protection on Canadian industry and have encouraged greatly the dumping of goods into Canada. The recent heavy increase in transportation rates has also restricted sales in Canada.

"It is obvious that a factory cannot continue to pay heavy wage bills, to spend large sums for raw material and to maintain operating and selling costs unless the articles it makes are being sold either at home or abroad.

"Consequently, some Canadian factories have been gradually forced to run five, four or three days a week instead of full time, and a few have been compelled to close, with the result that there is some unemployment, particularly in the large cities. In an endeavor to keep staffs engaged, factories have been manufacturing for stock beyond the limits of business prudence. This course was advisable, not only to avoid, as far as possible, the hardships of unemployment, but also to retain skilled employees, who cannot be replaced easily after they have been dispersed.

"While the existing exchange conditions appear to forbid any immediate revival of export trade, there are available certain remedies to stimulate trade in Canada.

"The purchasing power of the country, represented by bank deposits, Victory bonds, and other securities and investments, and the proceeds of national production are much greater than at any previous time in Canadian history, and the present situation will be relieved if those who are in a position to do so will buy goods in reasonable quantities. Goods are available in great volume at prices which include little or no profit and in many cases are offered below the cost of production, taking into consideration the high cost of material and labor entering into their manufacture.

"While extravagant expenditure on public works is always to be avoided, there is a great amount of useful construction and building which can be undertaken by the Dominion, Provincial and Municipal Governments and by private concerns and individuals.

"Imports from other countries should be reduced as far as possible. It seems extraordinary that, while thousands of Canadian workers are walking the streets looking for employment, Canadian consumers are sending hundreds of millions of dollars out of the country for goods that can be made in Canada. During the month of October, 1920, Canadians imported goods to the value of $105,777,037, as against $91,910,477 during October, 1919, an increase of $13,859,560.

"The figures for the twelve months ending October, 1920, are more startling. During that period Canadians imported goods to the value of $1,339,627,508, as against total imports valued at $900,018,292 during the twelve months ending October, 1919, an increase of purchases from other countries amounting to $439,609,216.

"While it is true that a considerable volume of these imports consisted of articles which are not produced in Canada but are necessary, by far the greater part were goods of a class or kind made in this country.

"Assuming that at least half of these articles could have been manufactured here, let us estimate the loss of employment their importation caused.

"According to the Dominion Bureau of Statistics, about 700,000 people were employed in Canadian factories in 1918, and these factories produced during that year goods valued at $3,500,000,000. Half the value of our total imports during the twelve months ending October, 1920, was about $700,000,000, or about one-fifth of our total factory production in 1918. Consequently, if 700,000 people were employed for a year in producing goods valued at $3,500,000,000, the production of $700,000,000 worth of goods, or about half our annual imports, would have given employment to 140,000 people for a year.

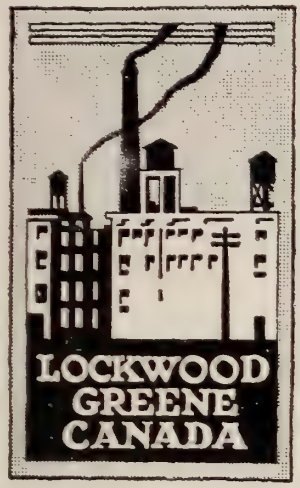
"If we lessen imports, there will be more employment available in Canada; if we buy still more abroad, more people will be thrown out of work.

"We believe that the basic conditions in Canada are sound, and that the exercise of confidence and co-operation by all classes along the lines suggested will assist in bringing about a return to normal conditions."

Taxation in Vancouver Subject of Enquiry

DURING November, Dr. H. L. Brittain, Director of the Bureau of Municipal Research, Toronto, conducted an enquiry at Vancouver as to the best method of broadening the basis of taxation in Vancouver City. The chairman of the British Columbia Division and the secretary spent considerable time attending the hearings and prepared a brief expressing the views of the members of the C.M.A. in Vancouver on the subject of the inquiry. The brief has since received the approval of the Legislation and Executive Committees of the Division.

Factories Rejuvenated



Is production handicapped by a plant that is out of date compared with those of your competitors? LOCKWOOD, GREENE can tell you whether it would be more profitable to build a new plant, or to remodel the present one, install improvements, revise methods, and re-route the work.

LOCKWOOD, GREENE is not a contracting organization. It plans—studying efficiency in a practical way and placing its experience at the service of Business. Write for "Building with Foresight."

LOCKWOOD, GREENE
& CO. OF **CANADA** LIMITED
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INDUSTRIAL ENGINEERS

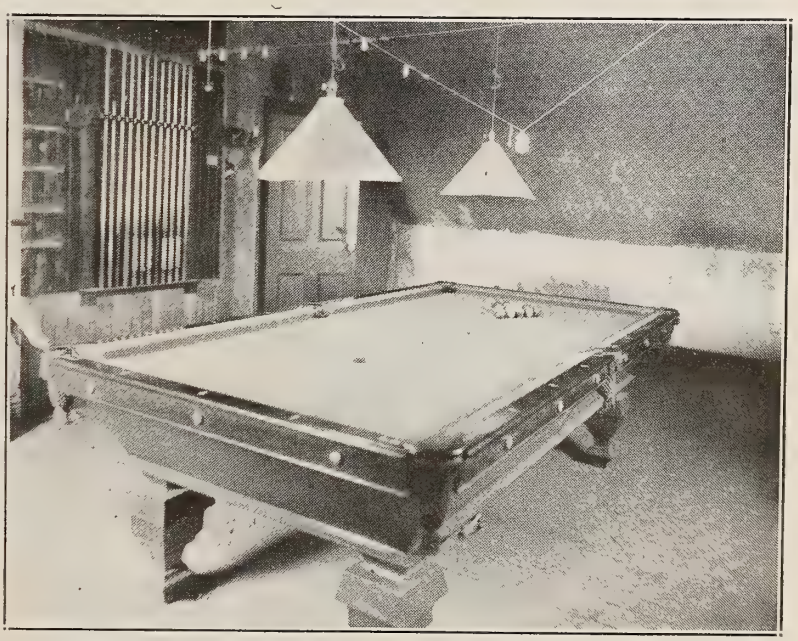
Are Your Employees Pulling With You or at Cross Purposes

MOST discontent is developed out of working hours when the men are not cheerfully employed.

Welfare Clubs are springing up all over the country to counteract unrest, labor turn-over and non-productivity among workmen, and they are succeeding.

A warm, well-lighted room, with a billiard table or so, has been effective in developing a much improved spirit among the men of many an industrial concern.

We are in a position to supply plans and direction for anything from a single table up to the most elaborate welfare institution. **Consult our experts.**



A corner of the Canadian Link-Belt Company's Club very much appreciated by the employees

The Brunswick-Balke-Collender Co. of Canada, Limited
Manufacturers of Billiard Tables and Bowling Alley Equipment
TORONTO MONTREAL WINNIPEG VANCOUVER EDMONTON

Tariff Department Bulletin

Announcements Regarding Tariff Matters, Including Board of Customs Decisions, Departmental Rulings, Excise Tax Rulings and Exemptions from Sales Tax

Board of Customs Decisions

Tariff status of Peter Smith hot air car heaters—Declared that the stove and motor should be invoiced separately, the stove being entitled to entry under tariff item 451 at the rate of 25 per cent. and the motor under tariff item 453 at the rate of 27½ per cent., in effect from 9th November, 1920.

Declared that old newspapers and magazines imported for use as paper stock are entitled to entry under tariff item 681 and are subject to sales tax.

The ruling of the Department that the words "materials for use only in the construction of ships" includes engines, winches, compasses and such articles as are necessary to the navigation of the ship, but not to include movable furniture, carpets, dishes and such like furnishings and equipment, is upheld.

The ruling of the Department that the exemption from sales taxes on ships' materials applies solely to materials for use only in the *original* construction of ships and that materials for *repairs* to ships are subject to the sales tax, is upheld.

Declared that sales tax is applicable to materials for repair of ships licensed to engage in the Canadian coasting trade.

Declared that sales tax is applicable to materials for repair of ships used in international trade.

Declared that sales tax is not applicable to materials for the construction of any vessel entitled to registration under the Canada Shipping Act.

Departmental Rulings

Canadian goods returned, under the provisions of tariff item 709, held to be exempt from sales tax.

NOTE.—It will be noted that all of the foregoing decisions, with one exception, deal with the question of Sales Tax.

"Luxury" Taxes and Certain Manufacturing Excise Taxes Abolished.—Effective December 20th, 1920.

An Order in Council has been passed abolishing all of the so-called "Luxury" taxes and the Excise Manufacturing taxes with the exception of the manufacturing taxes on confectionery, playing cards, spirituous and alcoholic liquors, and with the exception of the taxes on importations of medicinal and medicated wines, vermouth and ginger wines, patent and proprietary medicines containing alcohol, lime juice or fruit juices, fortified spirits and strong waters, alcoholic perfumes and perfumed spirits, bay rum, etc., and other toilet preparations containing spirits.

All of the taxes mentioned in Section 19-BB of the Special War Revenue Act are abolished with the exception of the tax of 10 per cent. on confectionery, subsection 4, paragraph (*c*) and with the exception of the taxes specified in paragraphs (*e*), (*f*), (*g*) and (*h*) of subsection 4 and those specified in subsection 6.

Taxes on matches and tea not abolished. The excise taxes on matches manufactured in Canada or imported, and the excise tax on importations of tea are still in full force and effect. These taxes were imposed by the legislation of 1918.

The Sales tax remains in full force and effect.

Exemptions from Sales Tax

The only articles exempt from Sales tax are those enumerated in section 19-BBB of the Act and those set forth hereunder.

The original list of articles as exempted by the Act, when sold by manufacturers, wholesalers or jobbers, will be found set forth on page 20 of the Association's Excise Tax pamphlet—(Circular No. 266).

An Order in Council has been passed, effective on and after November 26, 1920, making certain additions to the above-mentioned list.

In addition to these two lists the Department of Customs and Inland Revenue states that articles purchased for the use of Provincial Governments, or Departments thereof, are exempt from the Sales tax.

Sales of raw hides by farmers, retail butchers and other retail storekeepers; sales of raw furs by traders or retail storekeepers; sales of wool by farmers or retail storekeepers; and sales of domestic raw leaf tobacco by cultivators are not regarded as sales by manufacturers or wholesalers and are, therefore, held by Revenue to be exempt from the application of the Sales Tax.

The list of articles exempted by the recent Order in Council are as follows:

Bread,
Yeast,
Salt,
Malted foods for infants' use,
Real estate and buildings,
Hominy,
Cooked meats not canned,
Gluten flour,
Rolled wheat,
Poultry feed,
Stearine, when used solely in the manufacture of oleomargarine or any substitute for butter, or as a substitute for lard or for the production of cottolene.

Oleo oil, when used solely in the manufacture of oleomargarine or any substitute for butter, or as a substitute for lard or for the production of cottolene.

Edible tallow, for use solely in the production of butter or any substitute therefor, or as a substitute for lard,

Cotton-seed oil, when used solely in the manufacture of oleomargarine or any substitute for butter, or as a substitute for lard or for the production of cottolene,

Corn oil, when used solely in the manufacture of oleomargarine or any substitute for butter or as a substitute for lard or for the production of cottolene,

Jams, jellies, marmalade and preserves,

Bees,

Manila fibre, for use only in the manufacture of rope for holding traps in lobster fisheries,

War veterans' badges,

Memorials or monuments, erected by voluntary public subscription, municipal corporations or provincial Governments, in memory of soldiers who fell in the great war,

Articles imported for the use of the Governor-General,

Articles imported for the personal or official use of Consuls-General who are natives or citizens of the country they represent and who are not engaged in any other business or profession.

Bibles, prayer books, psalms, hymn-books, religious tracts, and Sunday-school lesson pictures,

Artificial eyes,

Crowns, bridge-work, and plates to which artificial teeth have been permanently affixed by a dentist.

Excise Tax Rulings and Regulations

Various rulings and regulations issued by the Department of Customs and Inland Revenue subsequent to the issue of the Association's Excise Tax pamphlet (Circular No. 266) have been published in INDUSTRIAL CANADA. See October number, page 90; November number, page 87; and December number, page 90. Any further rulings of interest to our members will appear in forthcoming issues of INDUSTRIAL CANADA.

Fractional Sales.—Through a typographical error the Departmental ruling on Fractional Sales in the December issue of INDUSTRIAL CANADA reads, in part, as follows:

> When the amount of tax on any sale is less than one-half cent the tax is collectible.

This sentence should have read:

> When the amount of tax on any sale is less than one-half cent NO tax is collectible.

Licenses: One Firm—One License. The Department of Customs and Inland Revenue has issued instructions and re-

(*Continued on page* 254.)

The Canadian Appraisal Company

LIMITED

The Pioneer Appraisal Organization of Canada

ESTABLISHED 1905

THE Canadian Appraisal Company, Limited, has now completed fifteen years of service and enjoys to-day an unrivalled position as an Appraisal organization amongst manufacturers as well as Insurance and financial houses within the Dominion.

Several thousand properties have been appraised by us to date. Amongst these are the most representative industrial concerns and those which are "a household word" in practically every line of manufacture, including also all the properties comprising the recently formed "British Empire Steel Corporation, Limited."

ADVANTAGES OF AN APPRAISAL

Its Appraisal is an expert detailed analysis which establishes beyond question both quantities and values. To be authoritative, such analysis must be made entirely independent of original cost records. It is so planned as to show separately the insurable portions of a property as distinguished from the portions that it is not necessary to insure. It is an authoritative exhibit of values existing before a fire loss, and therefore a tangible, satisfactory and instantly available basis of adjustment should a loss occur. It establishes a sound, authoritative basis of costs and values for operating, accounting, cost finding, taxation, insurance and financial purposes.

CLASSIFICATION BY INDUSTRIES

OF

Appraisals made by The Canadian Appraisal Company, Limited, in Canada

	No. of Properties
Agricultural Implements	26
Automobiles, Aeroplanes and Parts	15
Bakers, Grocers, Provisions, Biscuits, Preserves and Candies	63
Bank Premises (including Head Offices)	745
Beds, Mattresses	13
Brewers, Maltsters, Distillers, Wines and Mineral Waters	57
Can Manufacturers	18
Cars (Railroad and Steel) and Materials	9
Caskets and Undertakers' Supplies	9
Chemicals, Medical and Surgical, and Toilet Goods	25
Clay Products, Cement, Lime, Sand, etc.	29
Dairies, Creameries, Farms, etc.	16
Flour Mills, Elevators, Hay and Grain Properties	397
Glass, China and Mirror Manufacturers	15
Iron and Steel Products, Electrical and Other Machinery	260
Jewellers	9
Laundries	27
Leather Goods, Shoe Factories and Tanneries	65
Lumber and Planing Mills	145
Mines and Collieries	32
Municipal and Government Buildings and Plants	42
Oilcloth, Linoleum and Shade Cloth	5
Packers, Canners, Cold Storage, Abattoirs and Stockyards	187
Paint, Oil, Varnish, Glue and Soap Manufacturers	33
Pianos, Organs and Musical Instruments	25
Plumbers', Steam, Gas and Water Fittings	15
Printers, Lithographers, Publishers, Stationers and Office Supplies	60
Pulp and Paper Plants and Products	51
Residences, Stores and Other Buildings	126
Rope, Twine, Cordage, Wire and Cable Manufacturers	9
Rubber, Rubber Goods	32
Shipbuilders' Docks, Steamships and Canoes	215
Sugar, Glucose and Starch Plants	14
Textile Plants (Cotton, Silk, Wool, Felt)	125
Tobacco, Cigars, Cigarettes	9
Wagons, Carriages and Parts	36
Woodworking, Furniture, etc.	96
Miscellaneous	75

TORONTO
Royal Bank Building

HEAD OFFICE, 364 University Street
MONTREAL

NEW YORK
Equitable Building

Transportation Department

Collection of Freight Charges between Canada and United States—Express Companies Apply for Higher Rates

AT the December meeting of the Executive Council, approval was given to the recommendation of the Transportation Committee that Mr. W. S. Campbell, traffic manager of the Canadian General Electric Co., Limited, should succeed Mr. Burton S. Harris, resigned, as chairman of the committee for the remainder of the term of office of the committee.

Methods of Collection of Freight Charges Between Canada and U. S.

Reporting to the Executive Council at its December meeting, the Transportation Committee gave the following explanation of the situation as affecting the method of collecting freight charges on traffic passing between the United States and Canada,—

"By a ruling of the Interstate Commerce Commission decided on November 17th last, that body admitted the justice of the railway companies demanding prepayment of freight charges, if they so desire, and stated that on traffic moving from a point in the United States to a point in Canada, American currency was the only legal tender for payment of that portion of the haul within the United States. They indicated very clearly in their decision, however, that their jurisdiction did not extend beyond the borders of the United States and that the charges to be collected for the haul within Canada was a matter for regulation by the governing bodies in Canada, or in other words, the Board of Railway Commissioners. The assistant manager, on the instructions of your committee, and cooperating with the Hamilton Chamber of Commerce and other organizations, then approached the Canadian Railway Association with a view to arranging a conference for the purpose of endeavoring to dispose of this question, but their reply signified that such a conference was not agreeable to them and that they were indisposed to take up this matter.

"In connection with the complaint of the Western grain men heard at Ottawa on November 23rd, regarding the action of the railways making it compulsory to ship all freight to the United States, charges collect, resulting in the charges for the through haul being collected in American money, the counsel for the Canadian railways present admitted that they were receiving remittance of their portion of the charges in American currency. The Chief Commissioner, on receipt of this intelligence, remarked that in his opinion the Canadian roads were receiving more than their legal toll. Previously, the railways had always maintained that they were only receiving remittance from their United States connections in Canadian funds.

"The question was again discussed before the Board on December 14th and the Chief Commissioner then notified the railways that if some satisfactory solution was not soon arranged by them, the Board would act. It is, therefore, reasonable to expect that this question will be finally disposed of at an early date."

Transportation Committee's New Chairman.



W. S. Campbell,

Manager Transportation and Customs Department, Canadian General Electric Company, Limited.

THE new chairman of the Transportation Committee was born near Peterborough, Ont., and educated in that city. His first position was that of stenographer with the Peterborough Lock Mfg. Co. From this concern he went to the Canadian Pacific Railway as clerk in the local freight office. Moving up in the service, he became chief clerk in the Division Freight Agent's office in Hamilton, later returning to Peterborough to take charge of the freight office in that city. In 1910 he joined the Canadian General Electric Co. as traffic manager, with office at the Peterborough Works, and from that time on he has been working up the Transportation and Customs organization as a departmental branch. In March, 1920, the company opened a regular transportation and customs department at head office in Toronto, with jurisdiction over all factories and warehouses for both the Canadian General Electric Co. and the Canadian Allis-Chalmers, Ltd., and this necessitated Mr. Campbell's removal from Peterborough.

Manifest Fee of 11c on Freight Shipments

On November 1st the railways published in their tariffs a clause to the effect that a manifest fee of 11c on each entry would be assessed on all international traffic. The Transportation Committee decided that this charge should be opposed on general principles, as all charges of this nature were included by the railways in their statement of costs submitted to the Board at the hearings in connection with their application for a 40 per cent. increase and were allowed for by the Board in issuing their judgment. The assistant manager, therefore, sent out a circular letter to all members requesting that they furnish information showing just what this charge would mean in dollars and cents for a four-month period, and these figures when received will be projected to obtain the approximate amount of revenue the railways would secure from this source in a year. When this information is compiled it will enable us to decide if the matter is one that should be strenuously followed up with the Board.

Application of Express Companies for Increase in Express Rates

This case was heard in Ottawa on December 1. The Assistant Manager of the Transportation Department, together with Mr. Macdonnell of the Legal Department, represented the Association. At this hearing, the Express Companies reduced their application to 33⅓ per cent. with the provision that the cartage differentials previously carried be reinstated in lieu of an increase of 40 per cent. as originally applied for which had been based on the expectation that the railways would receive a full 40 per cent. increase in rates all over Canada, which, of course, was not granted and which on and after the first of January will represent an increase of 35 per cent. in the East and 30 per cent. in the West. Further evidence was submitted to the Board to show that since the prices of various materials included in the Express Companies' statement of costs had been filed with the Board, many of them had declined in a varying degree, thus reducing the unit costs of the Express Companies. It was contended that the present division of rates between the Dominion Express Company and the Canadian Pacific Railway, which allows the latter one and one-half times the first class freight rate, should also be given consideration by the Board, as this division applied to the increased freight rates allowed by the Board gives the railway company an excessive earning, and that the Board should therefore establish a basis for division as between the Express Companies and the railways that would allow the latter only the actual operating cost plus a reasonable return.

Final argument in this case concluded in Ottawa on December 15th, and Mr. Macdonnell, on behalf of the C.M.A., strongly argued that any increase granted by the Board should be of a temporary nature, owing to the present unstable conditions, and the Chief Commissioner supported this view and stated that the Board's judgment would provide for temporary relief only.

THE CANADIAN BANK OF COMMERCE

Statement of the result of the business of the Bank for the year ending 30th November, 1920

Balance at credit of Profit and Loss Account brought forward from last year	$1,427,735 40
Net Profits for the year ending 30th November, after providing for all bad and doubtful debts	3,306,243 97
	$4,733,979 37
THIS HAS BEEN APPROPRIATED AS FOLLOWS:	
Dividends Nos. 132, 133, 134 and 135, at twelve per cent. per annum	$1,800,000 00
Bonus of one per cent., payable 1st December	150,000 00
Dominion and Provincial Government taxes and tax on bank-note circulation	350,000 00
Written off Bank Premises	500,000 00
Transferred to Pension Fund	150,000 00
Balance carried forward	1,783,979 37
	$4,733,979 37

GENERAL STATEMENT
30th November, 1920

ASSETS

Gold and Silver Coin Current on hand	$15,992,107 21	
Gold deposited in Central Gold Reserves	6,500,000 00	
	$22,492,107 24	
Dominion Notes on hand	$35,388,710 25	
Dominion Notes deposited in Central Gold Reserves	10,000,000 00	
	$45,388,710 25	
		$67,880,817 46
Notes of other Banks	$2,482,865 00	
Cheques on other Banks	25,846,697 22	
Balances due by other Banks in Canada	100 00	
Balances due by Banks and Banking Correspondents elsewhere than in Canada	11,290,555 29	
		$39,620,217 51
Dominion and Provincial Government Securities, not exceeding market value		13,101,556 80
British, Foreign and Colonial Public Securities and Canadian Municipal Securities, not exceeding market value		20,737,620 72
Railway and other Bonds, Debentures and Stocks, not exceeding market value		6,059,204 45
Call and Short Loans (not exceeding 30 days) in Canada on Bonds, Debentures and Stocks		21,434,844 02
Call and Short Loans (not exceeding 30 days) elsewhere than in Canada		34,274,934 06
Deposit with the Minister of Finance for the purposes of the Circulation Fund		908,245 56
		$204,017,440 58
Other Current Loans and Discounts in Canada (less rebate of interest)		231,114,772 74
Other Current Loans and Discounts elsewhere than in Canada (less rebate of interest)		26,863,226 72
Liabilities of Customers under Letters of Credit, as per contra		11,204,555 81
Overdue Debts (estimated loss provided for)		147,916 91
Real Estate other than Bank Premises		514,901 50
Mortgages on Real Estate sold by the Bank		190,501 63
Bank Premises at cost, less amounts written off		6,617,095 06
Other Assets not included in the foregoing		90,213 56
		$480,760,624 51

LIABILITIES.

TO THE PUBLIC—		
Notes of the Bank in circulation		$30,716,914 68
Deposits not bearing interest	$108,813,028 52	
Deposits bearing interest, including interest accrued to date	285,065,493 05	
		$393,878,521 57
Balances due to other Banks in Canada		792,301 53
Balances due to Banks and Banking Correspondents elsewhere than in Canada		10,640,517 53
Bills Payable		1,139,853 90
Acceptances under Letters of Credit		11,204,555 81
		$448,372,665 02
TO THE SHAREHOLDERS—		
Dividends Unpaid		$3,980 12
Dividend No. 135 and bonus, payable 1st December		600,000 00
Capital paid up	$15,000,000 00	
Rest Account	15,000,000 00	
Balance of Profits as per Profit and Loss Account	1,783,979 37	
		31,783,979 37
		$480,760,624 51

B. E. WALKER, President. JOHN AIRD, General Manager.

Report of the Auditors to the Shareholders of The Canadian Bank of Commerce.

In accordance with the provisions of subsections 19 and 20 of section 56 of The Bank Act, 1913, we report as follows:

We have audited the above Balance Sheet and compared it with the books and vouchers at Head Office and with the certified returns from the branches. We have obtained all the information and explanations that we have required, and are of the opinion that the transactions of the Bank which have come under our notice have been within the powers of the Bank.

We have checked the cash, and verified the securities representing the investments of the Bank, at its chief office and principal branches at a date other than that of the verification at the chief office on the 30th November, 1920, and found that they were in agreement with the entries in the books of the Bank relating thereto.

In our opinion the Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the affairs of the Bank according to the best of our information and the explanations given to us, and as shown by the books of the Bank.

T. HARRY WEBB, C.A. of George A. Touche & Co.
JAMES MARWICK, C.A. of Marwick, Mitchell & Co.
Auditors.

Your Banking—

whether at Home or Abroad can be facilitated by the direct personal service afforded by this Bank through its chain of over 700 Branches.

In Canada and Newfoundland, from the Atlantic to the Pacific, we have over 600 Branches.

In the West Indies, Central and South America, our Branches are located in the principal trading centres.

We also have Branches in London, New York, Paris and Barcelona.

Our managers will be pleased to have you consult them about your banking transactions

THE ROYAL BANK OF CANADA

Capital and Reserve	***$40,000,000***
Total Resources	***$595,000,000***

Planning the Office Scientifically

A Method of Securing Economy of Space and Effort in the Office — Arranging the Office to Suit the Work

By ALAN M. IRWIN

THERE are three main principles to be observed in the planning of an office. They are: Economy of space, appearance, and economy of effort. The first does not mean that in order to eliminate the waste of space, it is necessary to cram every square inch of floor with desks, files, etc. It is often noticeable that a small office can contain a greater number of desks and retain an orderly appearance, while many larger offices appear to be overcrowded with a much smaller staff.

Again, many offices, paying the strictest attention to efficiency in their methods, overlook the value of giving a pleasant appearance to the surroundings. Card boxes, transfer cases and papers of all kinds lie around—not sufficiently so to give an impression of untidiness — on tables, and desk corners, which could easily be placed carefully in racks or small cabinets. Waste-baskets seem to have no permanent resting place, they even litter the aisles at times. If their capacity is too limited they overflow on to the floor and help to create a poor impression.

It is in these little things that the appearance of an office is made or marred, and in a well-planned one there is a place for everything needed.

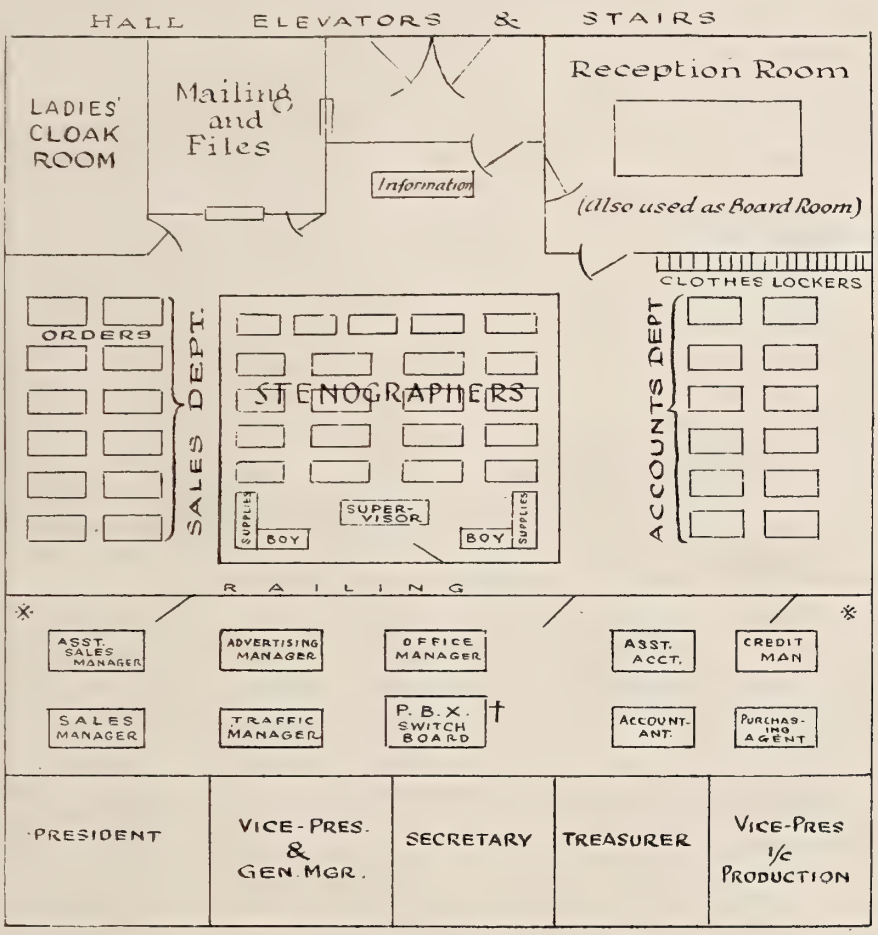
Accommodating the office to the flow of work in its natural route rather than adapting the routine of the work to the limitations of the office arrangement is what we mean by economy of effort.

The first consideration is the entrance. Where shall it be placed? What arrangements shall be made for the reception of callers? Shall it be central or located in one of the corners?

In a building in which the major portion of one floor is taken up it is advisable to have the door centrally situated for two reasons. The arrangement shown in the accompanying sketch shows the mailing and filing departments on the right of the entrance and the reception room (which is often the board-room) on the left. This arrangement is ideal from the point of view of both the office and the caller.

Taking the office point of view first, we find that the location of the filing department at the right of the central door facilitates the handling of incoming mail, telegrams and messages. They are simply handed in at the wicket and are received right on the incoming mail table. The filing department is not divided from the office by a counter, but has a ceiling-height partition. This arrangement is necessary in order that files shall only be accessible to those in whose charge they are placed.

Having the reception room within easy reach of the door and close to the information desk saves the caller many steps and eliminates much waste motion on the part of the "courtesy clerk" as the information and reception officer is often called.



All partitions except Reception and Cloak Rooms are glazed
** Elevated about Six inches*
† Elevated at least Eighteen inches.

Diagram of a Scientifically Planned Office

The General Office

The general office should be open and, as far as possible, lighted by natural means. The arrangement of electric lights calls for careful study—there is no necessity for a discussion of it here—and it is advisable to consult a lighting engineer in order that the best effect may be obtained. Base plugs should be installed in various advantageous positions to allow for the movement of dictaphones, adding machines, electric fans, etc., about the office.

An orderly arrangement of desks, telephone stands, file cabinets and the general paraphernalia of business not only contributes to a smart appearance but also makes for efficiency in the movements of the staff.

The illustration shows one type of office lay-out which accommodates itself to the flow of work. Each operation may follow the natural course without any unnecessary waste motion. It travels from the mailing table to the file clerk, on to the sales department, receives attention from the traffic man, the credit manager and finally arrives in the accounting department, for the final action.

The natural way in which to group

functions is to place those closely allied in proximity to each other. Careful attention to this principle will save many unnecessary journeys and will permit clerks to spend a maximum of time at their desks.

In the general office, but separated from the clerical and stenographic forces, are the various executives. Each is placed as a connecting link between the officer of the company to whom he is responsible and his junior staff. The loss of light occasioned by the giving of a private office to each of these executive is eliminated by this method and the dignity of their positions is upheld by their segregation from the main body of the office.

Supervision of the staff, an important duty of the office manager, is made simple by his commanding position. He can see all that goes on.

On the same platform as the executives is placed, in a clear glass booth, the switchboard operator, who is thus enabled to make connection with executives who may be at another desk when called.

All partitions are of clear glass, with the result that inter-office movements are clearly visible and much time is saved, which ordinarily is often wasted in attempting to locate a person who is wanted. Another advantage is that no light is imprisoned by solid walls or translucent glass.

The central stenographic bureau occupies the centre of the office, so that all stenographers are within easy access. To deaden the sound, this bureau is enclosed by ceiling-high partitions. In some offices a somewhat different arrangement of the desks is followed. The supervisor, dictating machines, shaving machine, record rack, supplies and office boys are grouped in the centre and the stenographers' desks are placed at right angles to the walls. Between each operator is a six-foot glass screen, which further localizes the noise and discourages talking.

Private Offices

The trend of public opinion with regard to private offices is toward abolition rather than retention; though this condition has not yet become general. Many banks and other large offices are instituting changes in this direction, and the "open door" policy is the rule rather than the exception. Where private rooms are desired it is advisable to confine them to officers of the company and not to permit the privilege to be extended to every lesser dignitary.

Clear glass partitions should take the place of division walls, and the arrangement shown in the illustration is one of undoubted value. All the officers are placed in such a way that they are most easily reached by those whose work brings them into close contact, and a system of communicating doors places them in constant communication with each other.

Office planning, like all business problems, of course, relies upon certain necessary conditions being right. One does not always find the ideal situation for an office. The shape of the building, available floor space, the size of the staff to be accommodated, all these things have to be weighed before plans are drawn and work started. It is not always possible to obtain floor space as desirable as that in the accompanying sketch, but planning will be simpler and easier of accomplishment when economy of space and effort is taken into account beforehand.

The office lay-out should be planned as carefully as the factory, for without a smooth-running office a smooth-running factory, no matter how well planned, cannot exist.

Dividend Declared

Sherwin-Williams Company of Canada, Limited, Report a Prosperous Year

At the annual meeting of the Sherwin-Williams Company of Canada, Limited, held in Montreal on November 24th, shareholders were advised that the common stock had been placed on a dividend basis for the first time since its issue. The initial disbursements of 1½ per cent. for the quarter ended November 30th will be made on December 31st next to shareholders of record of December 15th.

The action of the board in respect to the dividend is capable of ready warrant, upon survey of the statements sub-

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $22,000,000
Rest - - - $22,000,000
Undivided Profits, $1,251,850
Total Assets - $560,150,812

BOARD OF DIRECTORS:

SIR VINCENT MEREDITH, Bart., President
SIR CHARLES GORDON, G.B.E., Vice-President
R. B. Angus, Esq. — Lord Shaughnessy, K.C.V.O.
C. R. Hosmer, Esq. — H. R. Drummond, Esq.
D. Forbes Angus, Esq. — Wm. McMaster, Esq.
Lt.-Col. Molson, C.M.G., M.C. — Harold Kennedy, Esq.
H. W. Beauclerk, Esq. — G. B. Fraser, Esq.
Col. Henry Cockshutt — J. H. Ashdown, Esq.
E. W. Beatty, Esq., K.C. — Sir Lomer Gouin, K.C.M.G.
Gen. Sir Arthur Currie, G.C.M.G., K.C.B., LL.D

Head Office: MONTREAL

Sir Frederick Williams-Taylor, General Manager

Branches and Agencies: Throughout Canada and Newfoundland
At London, England, and at Mexico City
In Paris, Bank of Montreal (France)
In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

A GENERAL BANKING BUSINESS TRANSACTED

American Bank Note Company

Incorporated A.D. 1897 under the laws of the Dominion of Canada

A strictly Canadian Company with all modern facilities for the design and preparation of steel engraved bank notes, postage and revenue stamps, bonds, stock certificates and other monetary documents.

Head Office and Works - Ottawa, Ontario

Branch Selling Offices - Montreal, Toronto, Winnipeg

The Merchants Bank of Canada

Complete Organization of 399 Branches across Canada at the service of Canadian Trade and Industry and the Canadian Farmer

Half-Yearly Statement

Statement to the Dominion Government (Condensed) as at October 30th, 1920, with comparison with October 31st, 1919

ASSETS	1920	1919
Gold Coin, Dom. Notes and Cr. Balances with Banking Correspondents	$30,630,351.09	$ 25,642,136.33
Deposit in the Central Gold Reserve	7,500,000.00	8,000,000.00
Government and Municipal Securities	21,114,908.29	36,240,352.41
Railway and other Bonds, Debentures and Stocks	3,837,377.14	3,870,611.91
Call Loans in Canada	8,254,586.81	6,843,017.57
Call Loans elsewhere than in Canada	4,179,236.55	3,418,846.99
Loans and Discounts	120,515,463.60	102,346,564.37
Loans and Discounts elsewhere	1,340,428.69	329,334.27
Loans to Municipalities	4,635,381.80	3,578,382.16
Liabilities of Customers under Letters of Credit per contra	2,491,664.35	757,606.04
Bank Premises	3,192,734.42	5,663,251.73
Real Estate other than Bank Premises	602,748.47	911,291.19
Mortgages on Real Estate Sold by the Bank	705,567.02	528,177.93
Deposit with Dominion Government for purposes of Circulation Fund	450,000.00	377,000.00
	$209,450,448.23	$198,506,572.90

LIABILITIES		
Capital Paid Up	$ 9,955,970.00	$ 8,341,535.30
Reserve Fund	8,400,000.00	7,000,000.00
Undivided Profits	260,774.98	574,043.32
Notes in Circulation	17,707,977.00	15,827,373.00
Deposits	170,634,061.90	166,006,015.24
Acceptances under Letters of Credit	2,491,664.35	757,606.04
	$209,450,448.23	$198,506,572.90

Head Office - - Montreal

In addition to its complete service across Canada, The Merchants Bank of Canada is helping in the development of Export Trade, through its offices in New York and London, England.

Banking Connections throughout the World

Manufacturers

IF your home demand is slackening, are you investigating markets abroad?

Our Foreign Department has detailed information one xport trade possibilities which we shall be glad to place at your disposal.

THE CANADIAN BANK OF COMMERCE

Capital Paid Up, $15,000,000

Reserve Fund, $15,000,000

To Manufacturers, Exporters Importers and Others

Through our chain of 700 Branches stretching from Newfoundland to the Pacific Coast, throughout the West Indies and in Central and South America, we can offer you a Banking Service of unexcelled efficiency.

MONTHLY COMMERCIAL LETTER

Write for Monthly Commercial Letter to our FOREIGN TRADE DEPARTMENT, MONTREAL, Que.

The Royal Bank of Canada

TOTAL RESOURCES, $584,000,000

mitted for the twelve-monthly period ended August 31st last, which disclosed earnings of $1,281,338, compared with $990,919 a year ago, and $1,162,951, the 1918 figures, which formerly constituted the best year in the company's prosperous career. After all deductions, including depreciation, bond interest, dividends on preferred stock and provision for Government taxes, there remained available for application on the $4,000,000 common shares outstanding an amount of $733,909, against $350,769 last year and $586,584 in the preceding period. The 1920 showing in this respect is equal to 18.3 per cent., compared with 8.7 per cent. in 1919 and 14.7 in 1918.

The net earnings of the year, together with the surplus carried over from the 1919 period, brought the total surplus up to $3,417,961, which, with the special reserve of $100,000 shown in the statement, is equal to, approximately, 88 per cent. on the total common stock capitalization of the enterprise.

Decrease in Profits

Annual Report of Canadian Car & Foundry Company, Limited, and Associated Companies

A decrease in profits is shown in the annual report of the Canadian Car & Foundry Company, Limited, Canadian Steel Foundries, Limited, and associated companies, for the year ended September 30th, 1920. The aggregate output of the combined companies amounted to approximately $27,000,000, as compared with $33,000,000 for the preceding year. After charging operations with the cost of maintenance of all plants as well as depreciation and interest on outstanding bonds, and after making proper provision for all known contingencies of the nature of bad debts, rebuilding of furnaces, etc., there remains, subject to Government taxes, a profit for the year of $539,397.32, as compared with the profit for the preceding year of $1,887,634.70.

The business done during the year was all in the regular lines of the company's products, but, in explanation of the comparatively small profit shown, the directors point out that, in common with all other companies engaged in the manufacture of products into which iron and steel largely enter, business was carried on during the year under most difficult conditions. In addition to internal labor difficulties, the congestion in the American steel mills which followed the strikes in the United States early in the year, together with American railroad embargoes, retarded in a most serious way the output of the companies, and at no time during the year were the plants able to operate to anything approaching capacity owing to shortage of materials necessary to complete the orders received.

Retarded operations caused by delay in the receipt of materials was especially responsible for the accumulation of large inventories and for the increase in current liabilities. This condition of affairs, however, is but temporary, and the execution of the business remaining unfilled at the close of the year will, it is considered, satisfactorily restore the liquid capital of the company and materially strengthen their resources.

Annual Report Submitted

Imperial Tobacco Company of Canada, Limited, Have Increased Profits for 1920

The Imperial Tobacco Company of Canada, Limited, have issued their report for the year ended 30th September, 1920. During that period dividends amounting to 6 per cent. were paid on the preference shares of the company, and four interim dividends, aggregating 6 per cent. were paid on the ordinary shares, leaving a balance of $4,224,673.84. After deducting all charges and expenses for management, etc., and providing for income war tax (1920), the net profits for the year were $3,386,150.31. The amount brought forward

This Bank and Canadian Industry

THE Imperial Bank of Canada provides adequate facilities to meet the banking needs of Canadian Manufacturers. Through our 220 branches in Canada and our agents and correspondents in foreign centres, collections are made with promptness and satisfaction.

At every branch money orders and letters of credit are issued, Domestic and Foreign Exchange bought and sold. Government and Municipal securities dealt in and deposits received.

We are always prepared to give you the benefit of our experience and intimate knowledge of trade conditions in Canada and throughout the world.

The accounts of Merchants and Manufacturers solicited

We invite investigation of our facilities.

THE IMPERIAL BANK OF CANADA

PELEG HOWLAND, President **W. MOFFAT, General Manager**

Capital Paid up - $7,000,000
Reserve Fund - $7,500,000

220 Branches in all Parts of Canada

Some of our Foreign Agents

AGENTS IN GREAT BRITAIN :

ENGLAND—
Lloyd's Bank, Limited, London and Branches.
SCOTLAND—
The Commercial Bank of Scotland, Edinburgh and Branches.
IRELAND—
The Bank of Ireland, Dublin and Branches.

AGENTS IN UNITED STATES :

NEW YORK—The Bank of The Manhattan Company.
CHICAGO—First National Bank.
BUFFALO—The Marine Trust Co.
DETROIT—First and Old Detroit National Bank.
SAN FRANCISCO—Wells-Fargo Nevada National Bank and in all other principal centres.

AGENTS IN FRANCE :

Lloyd's Bank (France) and the National Provincial Bank (France), Limited.

from last year less final dividend of 1 per cent., was $2,859,935.22, making a total of $6,246,085.53. From the available balance of $4,224,673.84, the directors recommend that a final dividend on the ordinary shares of 1 per cent., absorbing $270,025 be paid, and that the balance of $3,954,-648.84 be carried forward. The above figures do not include the company's proportion of undivided profits of the associated companies which they have not thought fit to declare as dividends.

In pursuance of the by-laws, Sir Mortimer Davis, president; P. R. Walters, D. C. Patterson, H. P. Buell, G. G. Allen, Sir Arthur Churchman, Sir Hugo Cunliffe-Owen and O. S. Perrault retire from the board at the annual meeting, and offer themselves for re-election.

Canadian Woollens, Limited

Directors Declare Regular Dividends on Preferred and Common Stock

The directors of the Canadian Woollens, Limited, have declared the usual preferred dividend of 1¾ per cent. for the quarter ending December 31st next, and the dividend will be paid on January 1st to shareholders of record December 20th.

The second dividend on the common stock, being 1¼ per cent. for the quarter ending December 31st next, has also been declared and this is payable on January 1st next to shares of record December 20th.

Royal Bank of Canada

Total Assets now Approach the Six Hundred Million Dollar Mark

Total assets of the Royal Bank of Canada as disclosed in the annual report of the bank for the year ended November 30, 1920, amounted to the record-breaking figure of $594,-670,013, a gain for the year of over $60,000,000.

Every section of the bank's statement has its evidence of progress and expansion. Perhaps the outstanding feature will be found in the exceptionally strong position that has been maintained, even at a time when the bank was handling the largest business in its history. Nothing could be calculated to lend greater confidence in the soundness of the Canadian banking position. Of the record total assets of $594,670,013 the liquid assets are alone equal to over 50 per cent. of the liabilities to the public, while the actual cash on hand and in banks amounts to over 30 per cent. of public liabilities.

The complete chain of branches with which the Royal now serves every part of Canada makes the report especially interesting from the standpoint of the savings tendencies of the people and the general trend of business. The Royal, as its share, reports a gain in savings deposits alone for the twelve months of over seventy millions, being at the rate of close to six millions a month, with the result that savings deposits now stand at $331,688,078, up from $259,465,169.

On the other hand, the growing demands of larger business throughout the Dominion have been well met, as shown by current loans, and discounts in Canada of $183,747,409, up from $143,259,518, a gain of over $40,000,000.

During the past few years every endeavor has been made to increase Canada's international trade and as a result it has assumed very large proportions. Outside business, however, is not in any way dependent on the Canadian resources of the bank, as the return to the Government shows that deposits elsewhere than in Canada now amount to $164,106,-090, a gain for the year of over $42,000,000, and compare with outside commercial loans of $102,674,210. This indicates an excess of outside deposits over loans of more than $60,000,000.

With the larger resources at its disposal and the greater business handled there is, as was to be expected, a substantial increase in the profits for the year. Here again another

BANK OF HAMILTON

HEAD OFFICE: HAMILTON

Established 1872

Capital Paid Up (November 30th, 1920).....$4,946,360
Reserve Fund (November 30th, 1920).....$4,673,180

BOARD OF DIRECTORS

SIR JOHN HENDRIE K.C.M.G., C.V.O., President
CYRUS A. BIRGE, Vice-President

C. C. DALTON — ROBERT HOBSON — W. E. PHIN
I. PITBLADO. K.C. — J. TURNBULL — W. A. WOOD

Branches at Montreal and throughout Ontario, the North-West and British Columbia

CORRESPONDENTS IN GREAT BRITAIN

National Provincial and Union Bank of England, Limited. Barclay's Bank, Limited, London, England

CORRESPONDENTS IN UNITED STATES

New York—Hanover National Bank, Mechanics and Metals National Bank, National City Bank
Philadelphia—First National Bank
Boston—National Shawmut Bank
Buffalo—Marine Trust Co.
Pittsburg—Exchange National Bank
Detroit—First and Old Detroit National Bank
Chicago—Continental and Commercial National Bank
Cleveland—First National Bank
St. Louis—National Bank of Commerce
Kansas City—National Bank of Commerce
Minneapolis—Northwestern National Bank
Seattle—Bank of California
San Francisco—Crocker National Bank
Duluth—American Exchange National Bank

Collections effected in all parts of Canada promptly and cheaply

Correspondence Solicited — **Savings Department at all Branches**

J. P. BELL, General Manager

THE ROYAL BANK OF CANADA

GENERAL STATEMENT

30th NOVEMBER, 1920

LIABILITIES

TO THE PUBLIC:		
Deposits not bearing interest	$123,629,308 42	
Deposits bearing interest, including interest accrued to date of statement	331,688,078 60	
		$455,017,387 02
Notes of the Bank in Circulation		41,672,973 74
Balance due to Dominion Government		19,972,801 38
Balances due to other Banks in Canada	$6,807 41	
Balances due to Banks and Banking Correspondents in the United Kingdom and foreign countries	14,959,003 06	
		14,965,810 47
Bills Payable		3,997,678 28
Acceptances under Letters of Credit		17,228,647 29
		$552,855,298 18
TO THE SHAREHOLDERS:		
Capital Stock Paid up		20,134,010 00
Reserve Fund	$20,134,010 00	
Balance of Profits carried forward	546,928 20	
		20,680,938 20
Dividends Unclaimed	$11,107 37	
Dividend No. 133 (at 12 per cent. per annum), payable December 1st, 1920	585,979 48	
Bonus of 2%, payable December 15th, 1920	402,680 20	
		999,767 05
		$594,670,013 43

ASSETS

Current Coin	$17,910,122 50	
Dominion Notes	28,727,403 00	
United States Currency	27,181,668 00	
Other Foreign Money	6,723,995 37	
	$80,543,188 87	
Deposit in the Central Gold Reserves	23,500,000 00	
Notes of other Banks	3,431,180 21	
Cheques on other Banks	26,490,706 01	
Balances due by other Banks in Canada	291 51	
Balances due by Banks and Banking Correspondents elsewhere than in Canada	37,044,019 59	
Dominion and Provincial Government Securities, not exceeding market value	12,808,172 80	
Canadian Municipal Securities and British, Foreign and Colonial Public Securities other than Canadian, not exceeding market value	21,400,126 90	
Railway and other Bonds, Debentures and Stocks, not exceeding market value	16,117,459 49	
Call Loans in Canada, on Bonds, Debentures and Stocks	12,899,573 85	
Call and Short (not exceeding thirty days) Loans elsewhere than in Canada	44,962,994 23	
		$279,197,713 46
Other Current Loans and Discounts in Canada (less rebate of interest)	$183,747,409 41	
Other Current Loans and Discounts elsewhere than in Canada (less rebate of interest)	102,674,210 39	
Overdue Debts (estimated loss provided for)	420,381 04	
		286,842,000 84
Real Estate other than Bank Premises		966,349 43
Bank Premises, at not more than cost, less amounts written off		9,498,425 46
Liabilities of Customers under Letters of Credit, as per contra		17,228,647 29
Deposit with the Minister for the purposes of the Circulation Fund		860,000 00
Other Assets not included in the foregoing		76,876 95
		$594,670,013 43

H. S. HOLT, President EDSON L. PEASE, Managing Director C. E. NEILL, General Manager

AUDITORS' CERTIFICATE

We Report to the Shareholders of The Royal Bank of Canada:

That in our opinion the transactions of the Bank which have come under our notice have been within the powers of the Bank.

That we have checked the cash and verified the securities of the Bank at the Chief Office at 30th November, 1920, as well as at another time, as required by Section 56 of the Bank Act and that we found they agreed with the entries in the books in regard thereto. We also during the year checked the cash and verified the securities at the principal branches.

That the above Balance Sheet has been compared by us with the books at the Chief Office and with the certified returns from the Branches, and in our opinion is properly drawn up so as to exhibit a true and correct view of the state of the Bank's affairs according to the best of our information and the explanations given to us and as shown by the books of the Bank.

That we have obtained all the information and explanations required by us.

JAMES MARWICK, C.A.,
S. ROGER MITCHELL, C.A., of Marwick, Mitchell and Co.
JAMES G. ROSS, C.A., of P. S. Ross & Sons. } Auditors.

Montreal, Canada, 18th December, 1920.

PROFIT AND LOSS ACCOUNT

Balance of Profit and Loss Account, 29th November, 1919	$1,096,418 74	
Profits for the year, after deducting charges of management and all other expenses, accrued interest on deposits, full provision for all bad and doubtful debts and rebate of interest on unmatured bills	4,253,649 24	
		$5,350,067 98
APPROPRIATED AS FOLLOWS:		
Dividends Nos. 130, 131, 132 and 133 at 12 per cent. per annum	$2,153,159 11	
Bonus of 2 per cent. to Shareholders	402,680 20	
Transferred to Officers' Pension Fund	100,000 00	
Written off Bank Premises Account	400,000 00	
War Tax on Bank Note Circulation	180,295 47	
Transferred to Reserve Fund	1,567,005 00	
Balance of Profit and Loss carried forward	546,928 20	
		$5,350,067 98

RESERVE FUND

Balance at Credit, 29th November, 1919	$17,000,000 00	
Premium on New Capital Stock	1,567,005 00	
Transferred from Profit and Loss Account	1,567,005 00	
Balance at Credit, 30th November, 1920		$20,134,010 00

H. S. HOLT, President EDSON L. PEASE, Managing Director C. E. NEILL, General Manager
Montreal, 18th December, 1920.

record for a Canadian bank has been made and the profits for the period, after making full allowances for all bad and doubtful debts and providing for every possible contingency, amounted to $4,253,649, compared with $3,423,264. The Profit and Loss balance carried forward from the previous year was $1,096,418, and when added to the profit of the current year made a total amount available for distribution of $5,350,067. After the usual appropriations for dividends and bonus and other accounts and the transfer to Reserve Fund account of $1,567,005, there was carried forward to the balance of Profit and Loss for the new year an amount of $546,928.

Shows Generous Profit

Increased Profits of Nearly a Quarter Million for Canadian Bank of Commerce

The report of the Canadian Bank of Commerce just made public gives evidence of sound financing during the year. An appreciable increase in its cash assets, a general development of business, and a net profit for the year of roughly a quarter of a million in excess of last year can certainly be considered a highly satisfactory showing.

Splendid as this showing is, there is no question that were it not for the broad outlook of the management, who have provided for future business at the cost of present revenue, the showing might for the time at least have been still better. But even at that, when after paying a bonus of 1 per cent. in addition to the regular payment of 12 per cent. on stock, the bank is able to carry forward $1,783,979, or $356,244 more than last year, a record of which the Executive may well feel proud.

In addition, the bank has written off $500,000 on bank premises, an amount double that of last year, thus bearing this year a very heavy part of the cost of increasing its business. There has also been set aside $150,000 for the pension fund to provide for the increase in the number of its officers.

In the general business of the bank, as shown in the state-

The Merchants Bank of Canada

Head Office, MONTREAL **Established 1864**

Paid-up Capital	$ 8,400,000
Reserve Fund	8,660,774
Total Deposits (Oct. 30th, 1920) over	170,000,000
Total Assets (Oct. 30th, 1920) over	209,000,000

President: Sir H. Montagu Allan, C.V.O
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

Approachable and Considerate

The so-called dignity of banking carries with it, to the minds of some people, an impression of reserve, which has, at times, actually prevented them from becoming depositors. As a matter of fact, a Bank is a business institution, conducted on business lines by practical, successful business men who are both approachable and considerate. It is a pleasure to do your banking at The Merchants Bank.

399 Branches in Canada extending from the Atlantic to the Pacific, of which 149 are in Ontario, 47 in Quebec, and 180 in Western Canada.

NEW YORK AGENCY, 63-65 Wall Street

114



Helping Humanity

BETWEEN the wheat on our prairies and the daily bread of the people of this country and of distant lands runs a long chain of operations, each link of which is strengthened by banking services.

For 55 years this Bank has been privileged to furnish a substantial part of the financial energy necessary in the growth, transportation and marketing of Canada's vast crops.

Union Bank of Canada

463

Thorne, Mulholland, Howson & McPherson

CHARTERED ACCOUNTANTS

Specialists on Factory Costs and Production

Phone Main 3420 — Bank of Hamilton Building — Toronto

ment, there is no department that stands out as sharply as that dealing with current loans in Canada. This item has reached the figure of $231,114,772 as against $213,189,170 last year, a development in strictly Canadian business of nearly eighteen million dollars. This is one indication of the fact that the bank is following a definite policy of doing all in its power to facilitate Canadian manufacturing and agricultural interests.

In regard to the general business of the bank, the increase in note circulation of almost $700,000 indicates the activity of general business.

Another noticeable fact presented in the statement is a material increase in cash assets. These assets represented by specie and Dominion notes show an increase of $4,519,215. The item of cheques on other banks also shows a very material advance, one indeed that totals over eleven millions.

An interesting sidelight is the increase in interest-bearing deposits. These have increased from last year's figures of $241,916,674, to the present figures of $285,065,493, an increase of something over forty-three millions. This is a most surprising showing in the face of the many loan issues of recent date.

The decrease in demand deposits is directly traceable to the cessation of war financing by the Dominion Government, as a year ago very large sums were held by the banks as a result of the last Victory Loan Campaign.

Taken altogether, the statement shows the bank to be in a strong position. To have been able to improve its showing in a year when a measure of uncertainty was creeping into business is ample evidence of shrewd and sound management.

Imperial Oil, Limited

Extra Dividend of $1.50 per Share, to be Paid in Victory Bonds, Announced

Imperial Oil, Limited, has declared an extra dividend of $1.50 per share, to be paid in Victory bonds, as well as the regular quarterly dividend of 75 cents per share. The bonus will be paid out of the 1934 Dominion of Canada Victory bond issue (fractions to be adjusted in cash) on December 18th to shareholders of record December 15th. The regular dividend of 75 cents per share will be payable on November 30th to shareholders of record November 23rd. The par value of Imperial shares is now $25, and the total disbursements to shareholders this year would, therefore, be $4.50, or equivalent to 18 per cent.

Reorganization Approved

Wayagamack Pulp & Paper Company, Limited, to Increase Their Share Capital

At a shareholders' meeting of the Wayagamack Pulp & Paper Company, Limited, held in Montreal on December 9th, 1920, unanimous approval was given to the proposals of the directors providing for the reorganization of the enterprise's share capital. The board was authorized to proceed with the necessary steps to secure the supplementary letters patent whereby the present outstanding stock of the company, amounting to 50,000 shares of the par value of $100 each, will be converted into 100,000 shares without nominal or par value. Shareholders will receive two shares of the new stock for each one of the old on completion of the plan.

Ratification was also given to the proposal to increase the capital to 250,000 shares of no-par value. Of the additional 150,000 shares, according to a circular issued some weeks ago, 50,000 may be issued in the near future and offered to shareholders on favorable terms to provide for the cost of new extensions already made and new machinery installed and to provide additional working capital. The remaining 100,000 shares, it was stated, will be held by the company to be issued only when necessary or advisable in the company's interests.

The shareholders also approved of the by-law submitted by the board moving the head office of the company from Montreal to Three Rivers.



STOPPING THE LEAKS IN BUSINESS

During the past few years of prosperity many leaks have been tolerated. They may become a serious drain during a period of declining prices.

What business needs to-day is a change in attitude. There must be more careful control of raw material, more helpful cost accounting, and better knowledge of the efficiency of labor and machines. The only means of safeguarding net profits in many a business to-day is by the conserving of material, of equipment, of time, and of working capital.

We have had many years experience in the study of these management problems. We know which methods succeed and which fail. We can usually apply a time-tested method to stop the leaks of profit.

How may we serve you?

GRIFFENHAGEN & ASSOCIATES, Limited

Industrial Engineers, Accountants and Employment Advisers

TORONTO
CONFEDERATION LIFE BLDG.

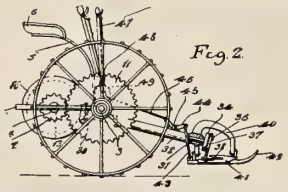
MONTREAL
Bank of Nova Scotia Bldg.

OTTAWA
Union Bank Bldg.

PATENTS FOR SALE

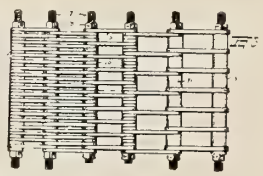


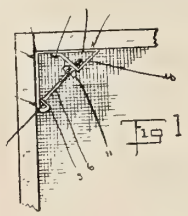
STENCIL. This invention relates to an improved stencil, and has for its primary object to provide a device by means of which a blind person may sign his name to checks or other documents. The invention has for a more particular object to provide a device of the above character which is foldable into small compass and may be conveniently carried in the pocket, but is capable of easy and quick adjustment when it is desired to use the same. Canadian and United States patents for sale. Write Woodford R. Walter, Paul Valley, Okla., U.S.A.



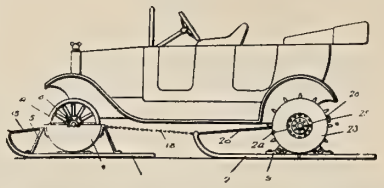
CLUTCH AND ACTUATING MECHANISM. This invention relates to a clutch and actuating mechanism which may be used in connection with the gearing of a mowing machine and which will be so constructed that it may be very efficiently operated from the seat of the mowing machine to throw the movable clutch element out of engagement with the stationary clutch element and thus permit the mowing machine to be moved across a field without the cutting knives being operated. Canadian and U.S. patents for sale. Write Edmond A. Salter, 231 Caddo Street, Shreveport, La., U.S.A.

SCREEN FOR STONE, SLAG, OR THE LIKE. My invention relates to screens for stone, slag, or the like, and my object is to provide a sectional screening surface for either rotary or gravity screens, the mesh of which may be readily changed in whole or in part of each section, and any worn screening bars of which may be renewed without renewing the entire section. For full particulars, write David B. Hoover, 506 North Charlotte St., Pottstown, Pa., U.S.A.





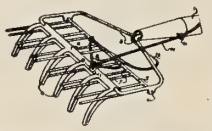
SCREEN DOOR BRACE. This invention relates to braces for doors, particularly screen doors, and its object is to provide a means for tightening the door without the use of special tools or without having to remove any part of the door. It can be manufactured cheaply and should be a good seller owing to the sagging of practically all screen doors. Canadian and U. S. patents for sale. Write William L. Allee, R.R. 28, Topeka, Kansas, U.S.A.



AUTOSLED (Canadian and United States patents for sale). The present invention relates to an autosled and aims to provide novel and improved, yet simple and inexpensive means for quickly converting an automobile into a sled for winter use, the construction being such that the sled structure can be quickly and easily applied to the automobile and also quickly removed, so that the machine can be used either way without requiring prohibitive trouble or alterations.

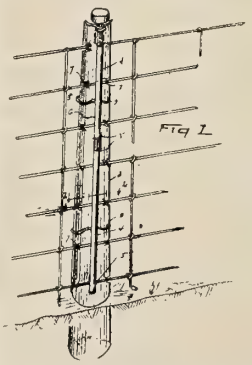
A further object is the provision of novel means for applying runners to the front wheels and rear axle and providing for the quick application of the runners to and removal thereof from the automobile.

A still further object is to provide in combination with runners for supporting the rear axle, traction means which can be quickly applied and removed from the rear wheels for the propulsion of the machine when used as a sled. For particulars write Bernard T. Tollbom, Samuels, Idaho, U.S.A.

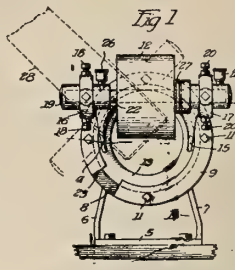


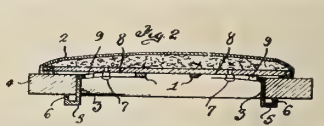
RAKE. My invention relates to new and useful improvements in rakes and more particularly to a cleaning attachment therefor that may be readily and easily attached and detached, is simple as to construction and inexpensive to manufacture, and will operate in an extremely reliable and expeditious manner to strip the teeth of leaves, trash and other foreign matter. An object of importance is to provide novel stripping means that will positively strip the teeth of trash, and is so arranged as to not interfere with the rake performing its usual function and also automatically return to normal or inoperative position. The inventor, Ulrich Redit, Box 30, Station H, Los Angeles, Cal., U.S.A., has Canadian and United States patents for sale.

FENCE POST. This invention relates to metallic fence posts, the main object of my invention being to provide a post which can be easily stamped out of sheet metal. A further object is to provide means for retaining the wire to said post without kinking the wire when passing through said post. For full particulars regarding Canadian patent, write George B. Clarke, Winnipeg Street, Penticton, B.C., Canada.

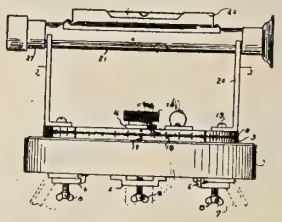


IDLER PULLEY STRUCTURE. My invention relates to idler pulley structures and covers improved construction and arrangement whereby a pulley wheel may be adjusted through a wide range for directing and guiding the driving belt connecting pulleys on shafts between which power is to be transmitted. One of the objects of my invention is to provide such construction and arrangement that the pulley wheel can be rotated bodily through a complete circle and with the centre of its face always in the axial line around which the pulley is bodily adjusted. For particulars of this invention, write Moline Mill Manufacturing Co., Moline, Illinois, U.S.A.





DETACHABLE CHAIR BOTTOM. This invention provides a means whereby the chair bottom may be replaced or changed easily without affecting any of the other parts or disfiguring the chair. Owing to the simplicity of this construction it should be a good seller when properly introduced on to the market. Full particulars can be had from the inventor, John W. Henry, 675 West 159th Street, New York City, N.Y., U.S.A.



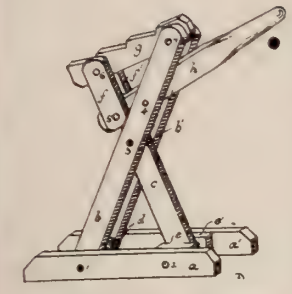
LEVEL. This invention relates to levels, and has for its main object to provide a level of simple and inexpensive construction, and one which will be of use to mechanics or others working on foundations, railroads, highways, or other such constructions where levels are to be taken. A further object is to provide a level for surveying purposes where various angles can be obtained by the movement of plates on which the sighting barrel is mounted. Write Bartlett C. Goodwin, R. R. No. 1, Granville Ferry, Annapolis County, N.S., Canada, who has Canadian patent rights for sale.



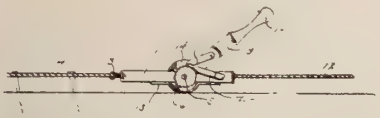
OVERSHOE ATTACHMENT. It is the object of this invention to provide an overshoe attachment, including a bail which can be made cheaply, without the use of a die in the formation of the arms of the bail. Within the scope of what is claimed a mechanic may work changes without departing from the spirit of the invention. Canadian and United States patents for sale by William H. Tillson, G. D., Quincy, Illinois, U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE

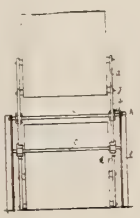


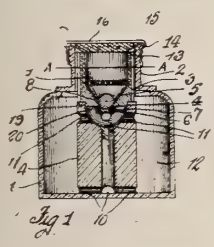
WAGON JACK. This invention relates to wagon jacks and owing to its simplicity and small number of parts and effective operation it should become a large seller on the market and on which there should be a good profit to the distributer. Full details can be had by applying to the patentee, Reginald A. Longley, Paradise, N.S., Canada.



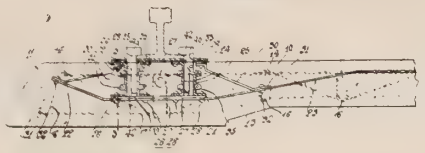
COMBINED AUTO PULLER AND JACK. This invention relates to automobile pullers having primarily for its object to provide an incumbersome structure which may be anchored adjacent to an automobile or other vehicle that might be incapacitated on the road of travel, and placed in connection with a rigid part of the automobile or vehicle, pursuant to which the vehicle may be extricated by a simple manual operation. A co-ordinate object of the invention is to provide a device of the above named character which may be used as a hoisting jack by merely pendently supporting the device above the object to be hoisted and securing the draft cable to the latter, followed by a manual operation to wind up the draft cable with an obvious result. Canadian and U.S. patents for sale by Mrs. Enoch Thompson, Box 90, Taylorstown, Pa., U.S.A.

RIFLE TARGET. This invention has for one object to provide in rifle target construction of the type described as oppositely disposed pairs of pivotally supported parallel motion linkages, which are constrained to swing in parallelism by means entirely independent of the target frames, and devices whereby the latter may be supported for rapid and convenient removal and replacement from said means, the latter being preferably adjustable to accommodate targets of varying widths. Canadian and United States patents for sale. For particulars write T. C. Drury, 168a Marcil Avenue, Notre Dame de Grace, Montreal, Quebec, Canada.

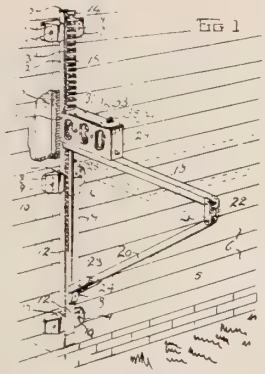




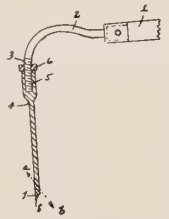
INKWELL. This invention provides a means whereby the writing fluid may be supplied to a pen without the necessity of having to project the pen into the body of the bottle. Full details and sample may be had from Miss Minnie Smith, 115 19th St., College Point, N.Y., U.S.A., who has Canadian and U.S. patents for sale.



CONCRETE RAIL TIE. My invention relates to a railway tie. Among the main objects may be mentioned the provisions of a simple, efficient and generally improved concrete or other composite tie, suitably reinforced by metal and yet permitting the use of a mold for its formation; the provision of the novel rail fastening means hereinafter described and the provision of the additional advantageous features to be pointed out as the description progresses. Copy of Canadian and United States patents can be had from Uriah O. Long, 7524 Sunset Blvd., Los Angeles, Cal., U.S.A.



BUILDING SCAFFOLD. This invention relates to an improved adjustable and knockdown scaffold, which may be readily folded when not in use, but will be positively held against possible collapse while being used. John E. Yeagley, Ashland, Ohio, U.S.A., has Canadian and United States patents for sale.



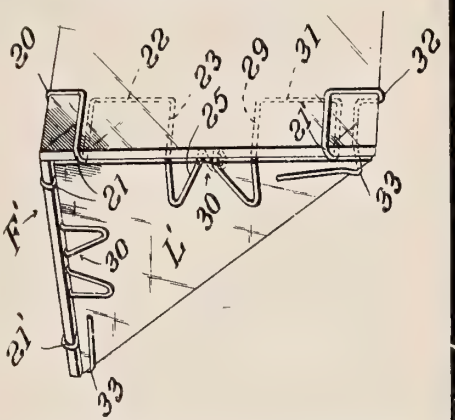
HOE. This invention relates to an improved convertible self-grinding hoe, and an object of the invention is to provide a device of this kind in which the hoe blade, after it becomes worn on its outer face adjacent the cutting edge, may be reversed, hence providing a new cutting edge, and allowing the outer face near said edge to again become worn or ground. This use of the hoe blade may continue until the blade has been substantially entirely consumed or worn away. Canadian and U.S. patents for sale. Write Alexander Norris, Dexter City, Ohio, U.S.A.



AUTOMOBILE HOOD. This invention relates to automobile hoods and has for its object a hood provided with a concealed hinge at its top where the two leaves hinge together. It has been customary heretofore to use at this place an exposed hinge. The concealed hinge or watershed hinge that has been used at the sides of the hood has been an impossible construction for use at the top of the hood, for it will not open out in the proper direction, and if used at all at the top would have to have its parts exposed instead of being under the hood, which is necessary to make it concealed. For full particulars of this write Ferdinand Drlica, 588 Roosevelt Avenue, Detroit, Mich., U.S.A., whose Canadian and United States patents are for sale.

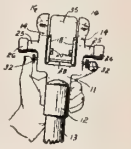


COOKING UTENSIL. This invention relates generally to cooking utensils and more particularly to certain new and useful improvements in broilers. The object of the invention is to provide a broiler of simple, cheap and durable construction, and one which will be well adapted for the purpose for which it is designed. Write for particulars to Josie M. McCulloch, Chula Vista, Cal., U.S.A. Canadian and United States patents for sale.



LIGHT HOLDER. My invention is an improved type of holder for retaining an end light at the end of a housing constructed of transparent panes disposed in angular relation, said housing being adapted to be placed over growing plants to promote growth. The object of the invention is to provide simply constructed holders which may be inexpensively manufactured and marketed, yet which, regardless of these characteristics, will be highly efficient and durable. Canadian and United States patents for sale. Write Edmund S. Boyer, Fewacres, Exeter, N.H., U.S.A.

PICTURE HANGER. This invention relates to improvements in picture hangers and has for its object to provide a device for hanging pictures and the like, for example, on the molding usually provided for this purpose. A further object is to provide means for attaching a picture hook to the moulding. Write Andrew M. Anderson and Nils T. Norbeck, 583 Gregory St., Bridgeport, Conn., U.S.A., for particulars regarding sale of Canadian and United States patents.

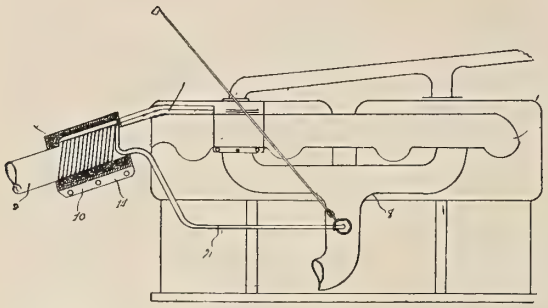




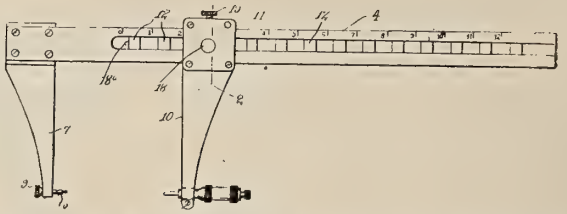
HANDLE FOR CANS. This is one of the simplest and most efficient handles for cans. Its usefulness is only apparent when the article is seen. It can be spaced to fit various sized cans, and the time required for such is only a few seconds. There is no adjusting matter of clamping the handle to engage the upper end of the can. For particulars of Canadian and United States patents, write John A. Easton, Waiuku, Auckland, New Zealand.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE



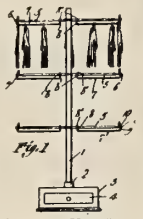
GAS ENGINE ATTACHMENT. This invention relates to internal combustion engine attachments for assisting in causing a greater explosion in the cylinder. The object of my invention is to provide a device which takes the heated air from the exhaust pipe and discharges the same in the manifold. A further object is to provide a device which assists in breaking the gasoline vapor into minute particles by mixing preheated air with it. Write the inventor, David J. Sharp, 110 Bayswater Avenue, Ottawa, Ontario, Canada, for particulars regarding Canadian patent.



CALIPER. This invention relates to improvements in calipers, which are adapted to receive and co-operate with a micrometer head whereby small fractions of an inch may be measured. The object of my invention is to provide a simple construction which can be easily repaired and one which will not be expensive to manufacture. A further object is to provide a tool which can be adjusted to receive a plain micrometer or a threaded micrometer. Write Joseph W. Lovell, St. Catharines, Ontario, Canada, for particulars regarding Canadian and United States patents.

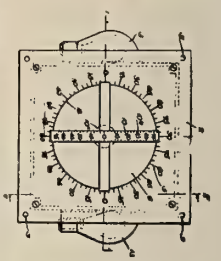


TIRE TREAD. This invention relates to tire tread and provides a cable of proper thickness and fineness of wire which will render the tire puncture proof. The construction of the tire is simple, and owing to the increased mileage it should prove a great seller on the present market. Write James W. Taylor, Dudley, Idaho, U.S.A., Canadian and United States patents for sale.

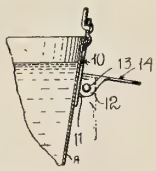


DISPLAY RACK FOR GLOVES. The present invention appertains generally to display racks, and aims to provide a device of that character constructed especially for displaying gloves in an effective manner, and enabling a selection to be conveniently made without the unnecessary handling of the gloves. This invention affords practical and efficacious means for holding and displaying various sizes, styles and prices of gloves or equivalent articles, to enhance the selection of the gloves, both by the salesman and customer. Canadian and United States patents for sale. Write Walter M. White, Rockymount, Virginia, U.S.A.

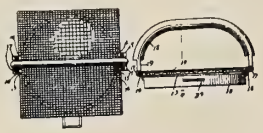
INCLINOMETERS. This invention relates to inclinometers. It was particularly designed for use in aeroplanes. The instrument can also be used in vessels of all kinds to show whether they are properly loaded. If a vessel is not loaded on an even keel the variation from level will show on the instrument. Full particulars may be had from the patentee, Frederick W. Charles, 1514 Westlake Avenue, Seattle, Washington, U.S.A., who has Canadian and United States patents for sale.



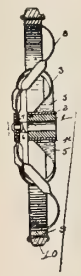
MILK PAIL SUPPORT. This invention provides a simple and efficient milk pail support which will fit over the knees when in sitting position, and will thus eliminate the necessity of inward pressure by the knees for holding the pail firmly while milking. This support can be easily attached to metallic pails or pails of other construction. Canadian and United States patents for sale. Write Abner E. Gale, R.D. No. 2, McDonough, N.Y., U.S.A.



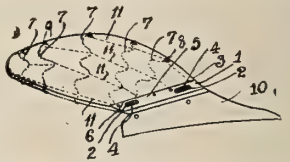
TOASTING DEVICE. This invention relates to improvements in toasting devices and particularly to devices for toasting bread or for roasting or baking potatoes. One object of the present invention is to provide a novel and simple device of this character which can be placed on the top of a cook stove to toast bread and without danger of burning the bread. Another object is to provide a device of this character which is readily adapted to be placed in the oven of the stove for the purpose of baking potatoes or other articles of food. Full particulars can be had from John W. and Anna E. Bowers, Normal Hill, Kutztown, Pa., U.S.A., who have Canadian and United States patents for sale.



CULINARY ARTICLE. This invention relates to culinary articles, and it is the dominant object of the invention to provide a device for mixing and shaping Mexican nixtamal tortillas for enchiladas, tamales, gorditas de cuajada, pan de maiz, and other Mexican pastry edibles made from nixtamal. Canadian and United States patents for sale. Write Eulogio Luna, P.O. Box 313, Marfa, Texas, U.S.A.



SPRING WHEEL. This invention provides a series of bow springs diametrically fastened to the felly, which, with other co-operating parts, make a simple and efficient construction, and when properly introduced on to the market should make a good seller. For full particulars write Frederick B. Spross, Churchville, New York, U.S.A., who has Canadian and United States patents for sale.



PLOUGHS. This invention relates to ploughs and more particularly to an apparatus for holding plastic material on the mold board so as to make the plough more serviceable. Full particulars regarding Canadian and United States patents can be had from the patentee, George P. A. Weisenborn, Salt Lake City, Utah, U.S.A.

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PATENTS

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Canada's Industrial Expansion

A Record of Progress

New Lamp Factory

Coleman Lamp Company, Limited, Locate Canadian Branch in Toronto

The Coleman Lamp Company, manufacturers and wholesalers of gasoline and kerosene lamps and lanterns, have established a branch factory and office in Toronto where they will manufacture their products for distribution in Canada. W. C. Coleman, president of the company, came to Toronto and established the branch, and a factory has been erected at Queen St. and Davies Avenue. H. H. Minard is vice-president of the Canadian branch, and E. D. Ranck is secretary-treasurer. The former will be in charge of manufacturing, and the latter will supervise the Toronto office and sales.

The Coleman Lamp Company, Limited, though connected with the parent company at Wichita, Kansas, is a purely Canadian concern. The building they have erected is illustrated here, and sufficient ground has been purchased to allow this plant to be quadrupled should increased business warrant it.

The scarcity of houses in Toronto made it necessary for the company to purchase eight lots in the Broadview-Danforth district, on which apartment buildings are now being erected to accommodate the foremen and their families. These apartments are up-to-date and will be centrally heated, so that the men will have comfortable living conditions upon their arrival. It is expected that nine or ten families of departmental foremen will be brought from other factories to Toronto. Besides the plant of the parent company at Wichita, there are branch factories in Toledo, Chicago, Dallas, Los Angeles and Atlanta.

The Coleman Lamp Company manufacture table lamps and lanterns of 300 candle power. They do a considerable amount of export business, shipping 6,000 lamps to England, 5,000 to China, and 5,000 to India monthly, while they have agencies in almost every country in the world.

According to E. D. Ranck, secretary-treasurer and sales manager of the company, Toronto was selected as the logical location of their plant because of its central position in Canadian financial and industrial circles. Another inducement which affected the decision was the supply of cheap power available in that city.



A Product of the Coleman Lamp Co., Ltd.

First Building Completed

Modern Structure at Hamilton for the Carr Fastener Company of Canada, Limited

The first building of the new plant at Hamilton, Ontario, recently completed for the Carr Fastener Company of Canada, Limited, makers of the "Dot" line of fasteners is described by Lockwood, Greene & Company of Canada, Limited, the industrial engineers who planned the factory, as being a modern and up-to-date structure in all respects. Not only does it provide efficient housing for machinery and workers, which is the first, and some think only, duty of a factory, but also, with very



Plant of the Coleman Lamp Company, Limited, Queen St. and Davies Ave., Toronto

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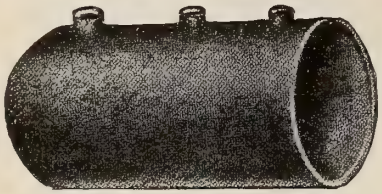
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Welland, Ontario

little additional expense, the building was made pleasing in appearance. The location, with the main entrance desired at the intersection of two streets, permitted special treatment of that corner of the building. The use of buff facing brick, with tile inserts, allowed further treatment and gives color and warmth as well as line to the structure.

The building itself is a two-storey structure of modern fireproof construction, reinforced concrete, brick and tile being used throughout. It is about 175 feet long and about 72 feet wide and is designed to permit the building of a four-storey extension along one of the two streets on which the building faces. A small basement, only large enough to house the heating apparatus properly, has been provided. The interior of the building has been made as light as out-of-doors by the use of large window openings on all sides, fittted with steel sash; by the flat ceilings obtained by the use of flat slab construction and by the use of mill white paint. Factory rib glass further diffuses the light and reduces possible glare inside the building.

The building is heated by low pressure steam, generated by two cast iron sectional boilers located in the basement. In the summer, hot water is obtained for toilet and manufacturing purposes, by means of a small auxiliary heater. There is also complete equipment for lighting, power, an elevator and sprinklers. The sprinkler tank, located on the roof, is of a capacity and height to take care of a future four-storey building.

Spacious, well-lighted offices are located on the second floor, direct access to them from the street being obtained by means of the main entrance and a wide stairway. The windows in these offices are fitted with counter-balanced sash instead of the standard steel sash as in the rest of the factory. This sliding sash permits the installing of shades without interference from the tipping ventilating sections which are used in the standard sash.

Shipping and receiving are done from the rear of the building on a platform adjacent to the elevator. The labor entrance is located in the stair tower at the far corner from the main entrance.

Manufacture New Products

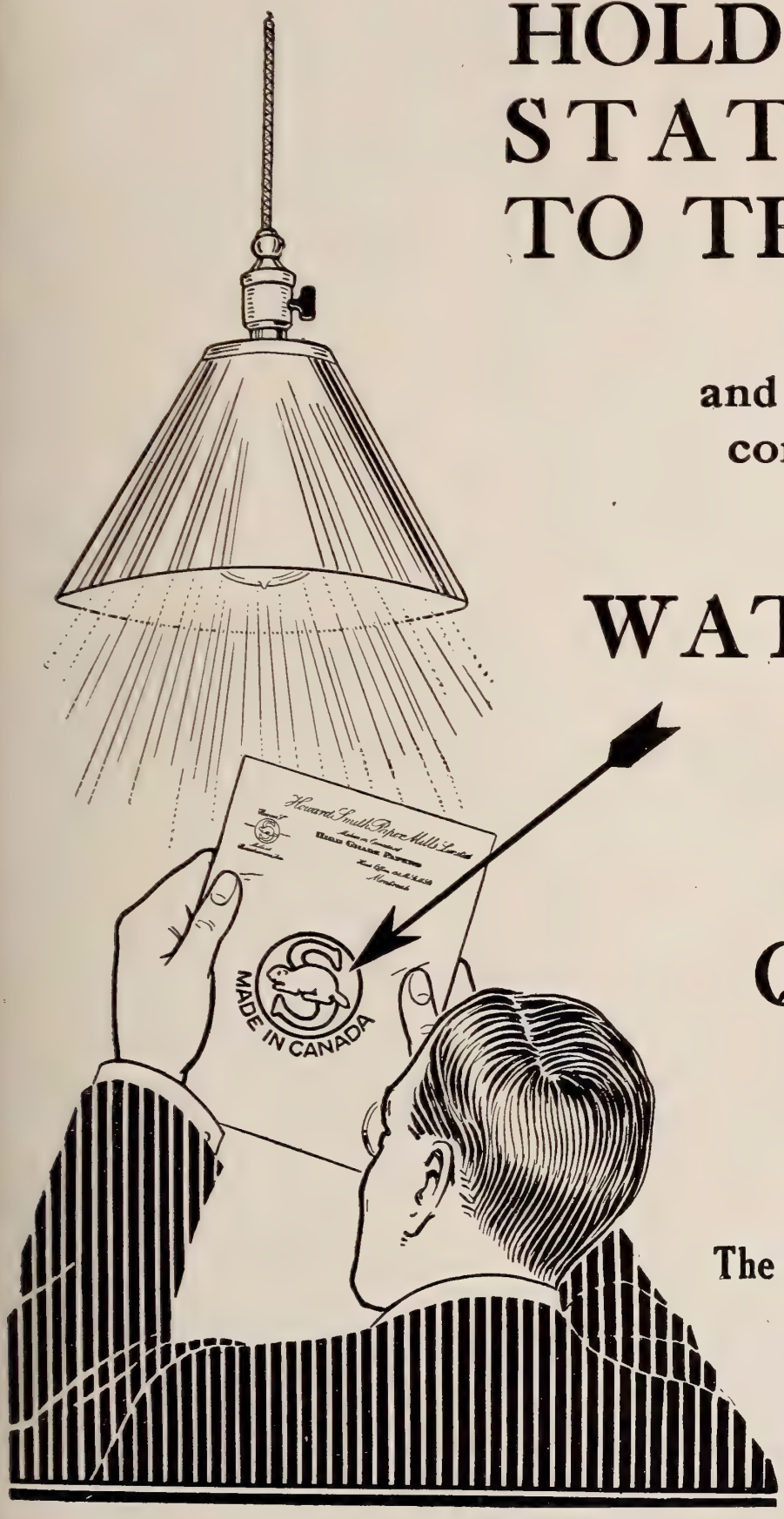
Port Arthur Shipbuilding Company, Limited, to Produce Pulp and Paper Machinery

In the annual report of the Port Arthur Shipbuilding Company, Limited, for the fiscal year ended June 30th, 1920, the president, James Whalen, announced that it had been found advisable to authorize other work than shipbuilding. Among the new lines, for the manufacture of which the plant was considered suitable, was pulp and paper machinery. Since June 30th the company have retained the services of John W. Brassington as chief engineer and designer of a pulp and paper machinery department. Mr. Brassington, who was previously chief engineer of the American Writing Paper Company at Holyoke, Mass., furnishes the following information about the company's new venture.

"Our plant," he writes, "was originally designed for the building of ships, but the design lends itself to our new product in a manner which is a source of congratulation. We are now developing drawings and making patterns covering all branches of pulp and paper machinery from the auxiliary details, such as suction pumps, chippers, etc., up to the most modern high-speed news machines, book paper machines, board machines, Yankee machines with the various variations of this class of machinery, such as pasting machines, breakfast food cookers and the other numerous branches of the same family which naturally are most economically manufactured in a plant devoted to the manufacture of pulp and paper machinery."

The company have a machine shop with good tools and an overhead crane in which they have built reciprocating engines and all auxiliary machinery necessary for a modern freighter. With the addition of roll lathes and grinders any paper machinery required can be handled, and arrangements have been made for the installation of these.

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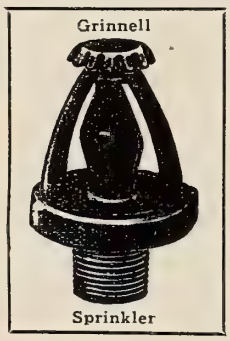
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In the foundry castings up to a weight of fourteen tons can be made. These are heavier than any needed in paper machines with the exception of the large Yankee dryer. The foundry is now being developed so that its capacity for casting the large dryer cylinders of the paper machine can be quadrupled, and the large Yankee dryer easily cast.

In addition the company have a first-class pattern shop, a large boiler shop with overhead cranes, riveting machines, multiple drills, hydraulic presses, shears and punches, a large punching shed and a large erecting floor. These can all be adapted for the paper machine work, and space is only too plentiful.

The company are confident that the new enterprise will be successful. A reduction in gross earnings was experienced last year due to a decrease in the volume of business. But, to quote from that part of the report which deals with the manufacture of new products: "If nothing unforeseen arises to interfere with plans at present under consideration, which appear as far as investigation has gone to be entirely feasible, developments along these lines may, within a short time, result in an amount of business equal to, if not greater than, the falling off in new construction, and this at a very small additional capital expenditure."

To Make Ironing Machines

American Ironing Machine Company of Chicago Lease Branch Plant in Woodstock

To manufacture ironing machines and a line of medium laundry machinery of special character, the American Ironing Machine Company of Chicago have leased a plant in Woodstock, Ontario, with an option to purchase within one year. The plant has a floor space of 16,000 square feet, is modern and well constructed. Manufacturing operations are expected to start about March and products will be ready for the market around the first of May. About twenty hands will be employed.

There will be a Canadian company formed under the name of the Simplex Ironing Machine Company. Officials of this are likely to be identical with those of the United States Company, but in the event of Canadian capital becoming interested it would be represented on the directorate and probably among the officials. As these have not yet been definitely chosen their names cannot be published at the present time.

Will Manufacture Pulp

Cornwall Pulp & Paper Company, Limited, Soon to Operate Plant at Cornwall, Ontario

A new entry in the Canadian pulp and paper field is the Cornwall Pulp & Paper Company, Limited, who were incorporated on October 28th, 1920, with a capital stock of $200,000. They are closely affiliated with the Niagara Wall Board Company of Buffalo, N.Y., who operate a plant at Penn Yan, N.Y., manufacturing "Niagara" wall board. They are also interested in the Maine Pulp & Paper Company of Skowhegan, Maine, and Buffalo, N.Y., manufacturers of ground wood pulp, newsprint paper, hangings and specialties.

The Cornwall Pulp & Paper Company have leased, with option to buy, a factory building and land known as the Ross property at Cornwall, Ontario. The plant has been completely overhauled, and they are now installing a complete grinder plant for the production of spruce ground wood pulp. The initial installation consists of four four-pocket grinders together with wet machines and other equipment necessary for pulp production. The output will be from 50,000 to 60,000 pounds per 24 hours.

Installation of equipment is now going on and the company propose to be in operation about the middle of January. From 30 to 50 hands will be employed at the outset. It is later proposed to erect and equip a complete paper and board mill.

J. B. O'Brien, president of the Niagara Wall Board Com-



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pany, is also president and a director of the Cornwall Pulp & Paper Company. C. C. Hullinger, of the Maine Pulp and Paper Company is vice-president and treasurer, and W. P. Lingart is second vice-president and a director. Other directors are Fred Dobmeier, who is also secretary; L. H. Manly and Percy C. Deeble.

Paperboard Companies Amalgamate

Canadian Paperboard Company, Limited, to Operate at Campbellford, Frankford and Montreal

The Canadian Paperboard Company, Limited, have recently taken over the business and operations of the Northumberland Paper & Electric Company, Limited, of Campbellford, Ont., and the Canada Box Board Company, Limited, of Frankford, Ont., and Montreal, Quebec, with mills located at Frankford, Ont., Campbellford, Ont., and Montreal, Que., having a daily capacity of 100 tons.

In addition the company have constructed, during the past year, a modern groundwood pulp mill at Frankford, Ont., which will shortly be in operation. This mill is located on the company's property there and is a one-storey stone building with solid masonry walls and concrete floors and roof, making it as near perfection from the standpoint of fire hazard as possible. Boilers equipped with Dutch oven settings have been installed for the utilization of waste and the production of ground wood pulp should be carried on at a minimum of expense.

The daily output of this product will be from thirty to thirty-five tons, most of which will be used in the company's own mills at Campbellford, Frankford and Montreal, but there will probably be a surplus for sale in the open market.

The new plant will give employment to some thirty or forty additional hands. Its cost, when completed, will be in the neighborhood of $150,000.

The other mills of the company are equipped to manufacture all grades of paperboards, including strawboard, chipboard, news board, news lined boards, filled woodboard, folding boards, test board, pasted board, colored boards and white patent coated boards. They are in an excellent position to cater to the demands of the trade in these lines.

The officers of the company consist of: J. G. G. Kerry, president; J. R. Walker, vice-president; Honorable E. D. Smith, J. A. O'Brien, David F. Robertson, directors; C. E. Whitten, secretary-treasurer. The affairs of the company will be under the direction of David F. Robertson as general manager, with their head office at No. 2 Seigneurs Street, Montreal.

Fulton Motors, Limited

Will Locate Canadian Branch in Welland Instead of in St. Catharines

In the November issue of INDUSTRIAL CANADA announcement was made of the location of Fulton Motors, Limited, at St. Catharines, Ontario. This information was premature, and it is now announced by George Day, Industrial Commissioner for Welland, Ontario, that the company will establish their plant in that town.

On November 26th Fulton Motors, Limited, closed their option for the purchase of the land, building and plant of the Canadian Automatic Transportation Company, on Ontario Road. The building is a model piece of factory construction. The land area is 4½ acres and further buildings will be erected upon it.

J. I. Springstead, sales manager of Fulton Motors, states that owing to the interests of their directors further industries are not unlikely to follow. A part of the machinery for the Fulton concern has arrived in Welland. The directors of Fulton Motors are: Garvin Denby, president; A. F. Irwin, C. W. Whitmore, W. H. Hyslop, J. E. Bell, Harold R. Frost and J. I. Springstead.

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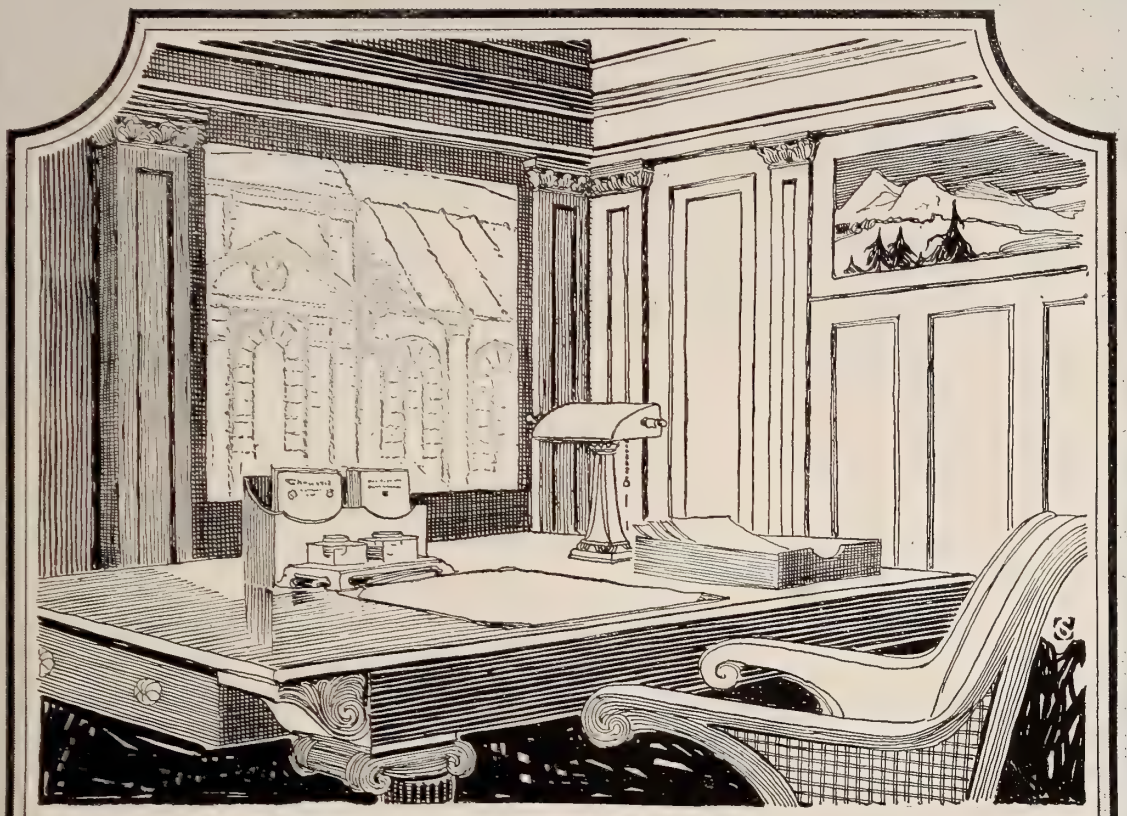
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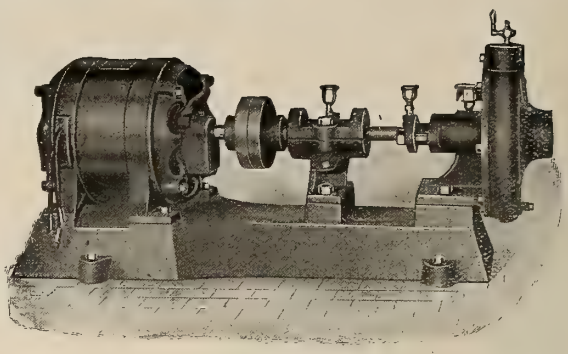
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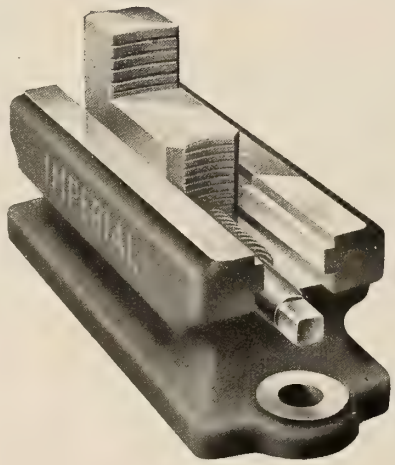


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Oil Company Sold

Winnipeg Oil Company, Limited, Bought by British American Oil Company, Limited

A large commercial transaction was consummated when the assets and business of the Winnipeg Oil Company, Limited, were purchased by the British American Oil Company, Limited, of Toronto. The head office of the former company is in Winnipeg, and over one hundred branches and distributing stations are located throughout the prairie provinces. The British American Oil Company have had a rapid expansion in Eastern Canada during the fifteen years of their existence, and for some time have felt that their programme of service should be rounded out by covering the West. By this deal the British American come into the Western field with a business already well developed. The Western business on the other hand will have the benefit of the British American's experience and refinery facilities as well as connections on this continent and abroad.

Before the war when oil products from the Far East were available the British American sold, in addition to their own lines, certain products of the Asiatic Petroleum Company controlled by the Shell Company of London, for whom they acted as agents in Canada.

When the British American Oil Company started building their refinery on the water front in Toronto it was naturally a little time before all the different oil products could be manufactured to advantage. They therefore looked temporarily to Pennsylvania for some supplies, and this connection led later to the inclusion among their shareholders of Charles L. Suhr, of the Penn-American Refining Company, Oil City, Pa., and Henry McSweeney, of the same place, a large crude oil producer operating in Oklahoma, Texas, Mexico, etc. There being little crude oil produced in Canada, the British American bring their supplies for refining purposes in tank cars from Oklahoma and Northern Texas.

The active officers of the British American Oil Company, Limited, are S. R. Parsons, president, a former resident of Winnipeg, and A. L. Ellsworth, secretary-treasurer. The capital of the British American Oil Company will be enlarged sufficiently to provide for the purchase just made as well as to include large areas of prospective oil producing territories in the Canadian Northwest. Should crude petroleum be found in commercial quantities, refineries will later be established at convenient points in Western Canada.

Messrs. Parsons and Suhr have been in Winnipeg and the west looking over the ground and completing negotiations. The western business will be continued under the capable management of T. H. Payne.

Imperial Oil, Limited

Are Establishing Headquarters for New Marketing Division at Brandon, Manitoba

Headquarters for a new marketing division will be established at Brandon, Manitoba, by Imperial Oil, Limited. A piece of land 202 x 586 feet has been purchased there and will be served by a private siding from the C.P.R. trackage. On this property it is proposed to erect a two-storey, fire-proof office, a large two-storey fireproof warehouse, a fireproof garage probably large enough to accommodate six or eight tank trucks, a suitable boiler and pump-house, and a plant for the repair and care of barrels.

Two ten thousand barrel tanks will also be installed and the necessary lubricating storage plants, twelve of which will be located in the warehouse. The two large tanks will be used for the bulk storage of refined oil and gasoline. Construction will not be started until spring, and, once started, the company expect to put the station in commission by the fall of 1921. Estimates, so far as they are completed at the present time, call for a total expenditure of from $250,000 to $300,000.

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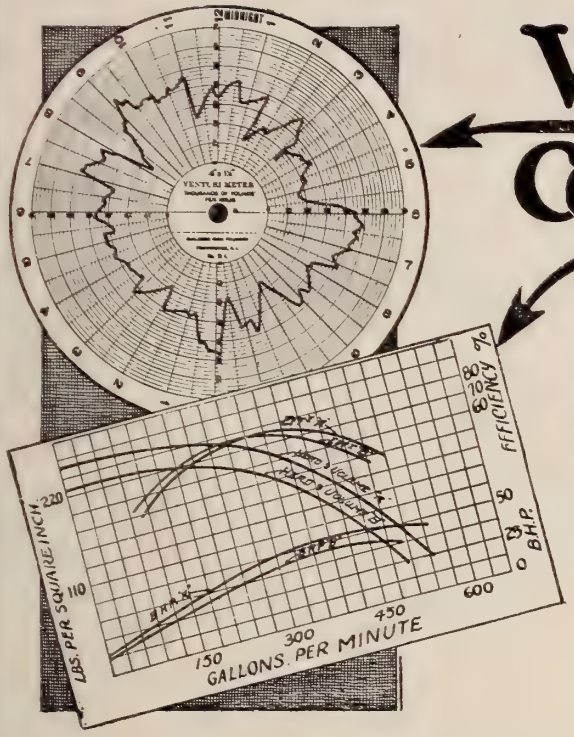
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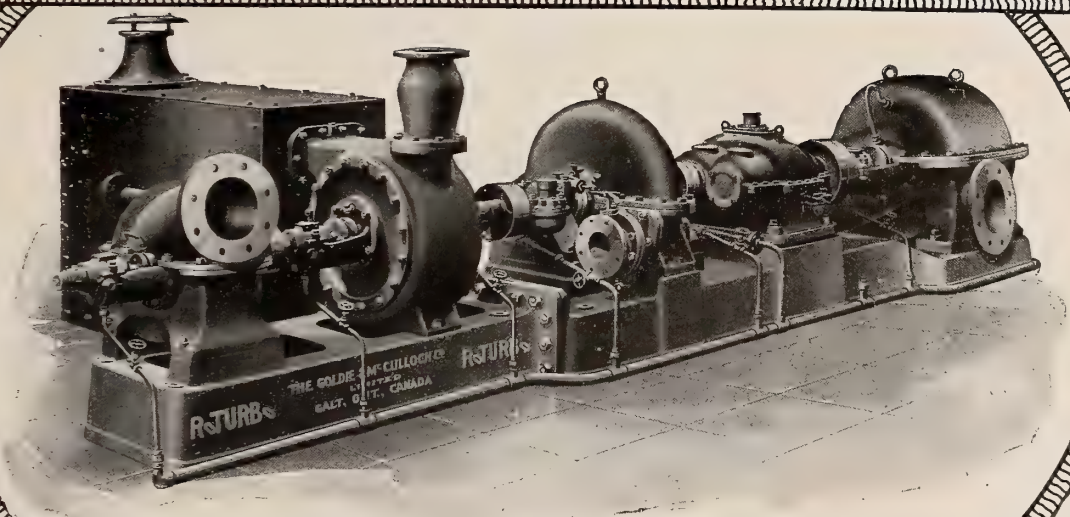
Toronto Office: **Suite 1101-Bank of Hamilton Bldg.**

Quebec Agents: **Ross & Greig, 400 St. James St. Montreal, Que.**

Western Branch: **248 McDermott Ave. Winnipeg, Man.**

British Columbia Agents: **Robt. Hamilton & Co. Vancouver., B.C.**

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British Industries Fair

Federation of British Industries offers Accommodation to Canadian Visitors

The Federation of British Industries has drawn the attention of the Association to the fact that the Federation is taking stalls at the British Industries Fair at Birmingham and at London, from the 21st of February to the 4th of March, in order that the Federation may be of as much service as possible to members taking part in the Fair, for it is felt that a large portion of its work will consist in putting members in touch with foreign and other buyers.

The stalls will provide accommodation where members and buyers may meet, where information respecting the Federation and its members may be obtained, and in general will form a convenient headquarters for anyone doing business at the Fair. The Federation has asked the C.M.A. to make this known as widely as possible amongst firms and individuals likely to be visiting the British Industries Fair at either or both of these centres. Any Canadian manufacturers, therefore, who are either exhibiting at, or visiting these Fairs, would be well advised to apply to the Canadian Manufacturers Association for letters of introduction to the Federation representatives. The Federation has stated that if such visitors will go straight to them on arrival either at the head office in London, or at the stalls in the Fairs, they will be able to save them much time and trouble and ensure their being put in touch with the best people.

In the matter of securing accommodation, if they have difficulty, the Federation will be glad to help them, provided they have reasonable notice. If intending visitors will let them have beforehand some information respecting the types of goods they are interested in, definite appointments will be made and suitable literature and facilities placed at their disposal.

The Federation intimates that it desires to be of the greatest possible help to any visitors from Canada who may go there. While the Federation is not taking a stall in the Glasgow Fair, its District Representative will be glad to extend every possible facility to Canadian visitors to Glasgow.

The Metric System

A French view of the English System of Weights and Measures

Writing in *Produire*, a journal published in Paris and devoted to modern machine shop practice and machine tools, Mr. L. Descroix, its editor-in-chief, has the following comment to make on the relative merits of the metric and the English systems of weights and measures:

"The group formed by the Anglo-Saxon nations, being to-day industrially and commercially the strongest, does not at all care to change, at a cost which is beyond calculation, its economic and technical equipment.

"Personally, we are convinced that the metric system nevertheless will become, in spite of the shortcomings attributed to it, the universal system of weights and measures for scientific uses; to the English system will remain the vast field of commerce and industry.

"It is thus that the Latin countries of Central and South America, contributary as they are to the commerce of the mechanical industries of North America, are obliged to use two systems, having adopted the metric system, they support the English system, willing or unwilling (nolens volens).

"He (the peasant) has been taught the metric system and good French at the village school; nevertheless he retains his local measures and his dialect because he has been brought up on tradition and belongs to an old civilization.

"Our Anglo-Saxon friends can hardly blame him for this.

"Let them, therefore, frankly admit that our metre, our acre, our litre, our kilo, are practical units, but that for them the hour has passed to choose (the metric system). Shall they abandon their traditions? Shall they throw on the scrap heap the tools of their economic fabric which represents hundreds of billions of francs? We have not the right to ask of them such a sacrifice."

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MARINE RAILWAY: 300 FT. x 52 FT., 3,000 TONS LIFTING CAPACITY, GRAVING DOCK: 480 FT. x 65 FT.

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Well packed is half sold
Make your containers advertise you

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A Vindication for the C.M.A.

Editorial in Toronto Saturday Night for January 1st, 1921

The game of sniping at the Canadian Manufacturers Association has become so popular in pulpit, press and platform that a stranger from Mars might imagine that the buccaneers of the Spanish Main were meek and devoted curates in comparison. When they were straining every effort to secure labor and paying higher wages than had previously been known, they were "profiteers"; now that world conditions have rendered readjustments both of wages and production inevitable, they are denounced as something worse. The percentage of people who take the trouble to seriously consider what the industries our manufacturers have created mean to the country as a whole, and what the Canadian Manufacturers Association has done to help Canada "carry on," during the most difficult period in her history, is lamentably small. The dawn of a new year seems an appropriate time to survey the services of a much criticized class; and material for such a retrospect is to be found in a statement recently issued by the manager of the Intelligence Branch of the C.M.A.

Those who were privileged to know something of the worries which assailed the Government of Canada during the long sustained crisis which began in the summer of 1914 are aware that the armistice of November, 1918—though it brought great relief of mind, because slaughter had ceased, and fear of defeat forever ended—created a new set of anxieties for those entrusted with the task of administration. The question of how to weather through the period of reconstruction was an appalling one for mariners in charge of the ship of state. The task would have been an impossibility had they not been able to rely on the strong men of the country to keep their heads steady and render all the help they could. Upon the manufacturers of Canada a special pressure lay, for a sudden abatement of the large export trade that had been created during the war would have been disastrous. Moreover, popular sentiment in Canada, as in all other countries, is curiously fickle and inconsistent. Any Governmental measures to help and maintain other interests meet with popular approval; but steps to assist manufacturers to maintain production and wages at once cause the cry of "Stop thief!" to be raised by every crank and every out-at-elbows politician in the land. Nevertheless, the record of the manufacturers in helping Canada to "carry on," has been splendid. If they had been the gross and bloated "profiteers" dear to cartoonists, they might have been expected to hibernate like the bear and live through the time of storm and trouble on their own fat.

They did nothing of the kind. During the two years that have elapsed since the armistice, they have spent more money in efforts to develop Canadian export trade than in any previous decade. Their enterprise was justified, because trade returns show that in the last financial year, exports of Canadian manufactured goods were ten times the total for the year immediately preceding the war. They practically equalled the exports of Canadian agricultural products—the total value of all exports having been about one billion, two hundred million dollars. Such figures are an answer to those who are inclined to regard other Canadian interests as negligible in comparison with agriculture.

How far our manufacturers will be able to keep up the pace during the coming year is, of course, problematical. But in many important lines in which she was not seriously regarded as a competitor for export trade seven years ago, the name of Canada is now established in the markets of the world. Competition is certain to increase as various European countries, in which industrial production was arrested, are restored to a producing and exporting basis.

But Canada is fortunate in one respect. Her machinery and organization for production and marketing are on a broader and more efficient basis than ever in the past. Since 1913 a Government fleet of 63 steel freighters has come into existence with the definite purpose of serving as carriers of



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Railway Siding full length of building.

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Was used only short time on War Work. Built in 1917, of substantial construction—heated and sprinkled throughout.

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Canadian goods, and equipped with passenger accommodation and sample rooms primarily intended as assist in the Canadian campaign for wider markets. The factories of this country are much better equipped than they ever were in the past; and the labor problem, long a serious obstacle to trade ambition, is showing symptoms of solution. While it would be foolish to minimize the hazards that a prospective period of deflation holds, Canadian manufacturers, if they persist in the same courageous courses that they have developed in recent years, should continue as a great and indispensable factor in Canada's progress.

The Bonus System

The Banwell, Hoxie Wire Fence Company's Method of Securing Good Industrial Relations

A system of bonuses for employees is in force with the Banwell, Hoxie Wire Fence Company, Limited, at Hamilton, Ontario, and is found to work out very well. On several occasions bonuses have been paid, graded in amounts according to the length of service and position of the recipients. Recently a banquet was given at the Royal Connaught Hotel, to the employees, at the conclusion of which speeches were made and the bonus cheques presented.

The bonuses paid for the past year were as follows: Each employee with one year of continuous service to his credit received 5 per cent. of wages earned; those with three years' continuous service received an addition of 7 per cent. to their yearly earnings, while employees who had been with the company for five years were rewarded by a 10 per cent. bonus. An extra 1 per cent. was given for each year over five to those who had more than five years' continuous service.

J. Frank Walker, secretary-treasurer of the Banwell, Hoxie Company, gives the following statement about the scheme's advantages:

"The benefits derived by us from the above system are as follows: (1) Employees have hesitated to leave our employment and thus lose their service standing, even when they have been tempted with premium wages for their services.

"(2) Employees have been more diligent in their endeavors to earn piece-work wages because of their consciousness that the greater their weekly earnings were the greater their annual bonus would be.

"(3) Employees were tempted during the year by agitators to go on strike for an eight-hour day. We were successful in showing the men that by working ten hours per day they gave us more production which enabled us to pay better bonuses, and at the same time increased their own wages and by so doing increased their bonuses as well.

"The above system has been used by us for three years, and, while we have not adopted it positively for the future, we have found it to be a very good thing and will try to keep it in force if conditions will permit us to do so.

"During the recent period of high costs we have undertaken to buy, in a co-operative way, for our employees, certain cereals, canned goods and other groceries in which we find some of the storekeepers profiteering. This has been very much appreciated by our employees."

A recent bulletin of the Herbert Morris Crane & Hoist Company, Limited, illustrates the Morris travelling worm-gear chain-block. A new booklet gives prices for this and other products of the company.

L'Air Liquide Society announce that their Sudbury plant, their eighth factory to be erected, is now in normal operation for producing oxygen and practically ready to produce acetylene also.

According to a statement prepared by the British Columbia Salmon Canning Association, the total salmon pack for 1920 was 1,177,045 cases. At the prevailing market prices this gives the season's pack a selling value of $13,307,719. The 1919 pack amounted to 1,393,154 cases.

The Nichols Chemical Company, Limited

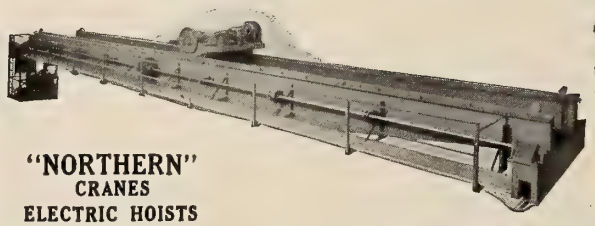
Manufacturers of Heavy Chemicals - TORONTO and MONTREAL

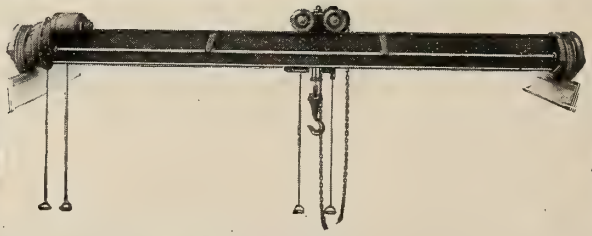
WORKS: Sulphide, Ont.; Capelton, Que.; Barnet, B.C.

ACIDS—Sulphuric, Oleum, Battery, Muriatic, Nitric, Hydrofluoric.
ALUMS—Ammonia (Lump and Ground) Aluminum Sulphate, Filter and Ground.
SODAS—Sulphide, Hypo-Sulphite, Bi-Sulphite, Phosphate, Tri-Sodium Phosphate.
Glauber's Salt, Salt Cake, Blue Vitriol, Tin Crystals, Lead Acetate.
Baker & Adamson's Chemically Pure Acids and Chemicals.
The Canadian Salt Company's "Windsor Brand" Caustic Soda and Bleaching Powder.

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SCREWS	WIRE	NAILS
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Brass	Bronze, Heavy and Fine,	Cut
Bronze	Bright, Annealed, Coppered,	Boat
Wood and	Galvanized, Tinned, Stranded,	Horseshoe
Machine	Steel and Copper Cable,	Shoe Nails
Screws	Barb, Woven Clothes Line	Tacks

POLE LINE HARDWARE

Pole Steps Cross Arm Braces Guy Clamps Guy Rods

WROUGHT PIPE	FORGINGS	LEAD PRODUCTS
Black Pipe	Car Axles	Lead Pipe
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Couplings	Hardware	Putty

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PLOW BEAMS
ANGLES
CHANNELS

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STEEL COMPANY
OF
CANADA
LIMITED

HAMILTON MONTREAL

WIRE RODS
HORSE SHOES
FENCING
RIVETS
BURRS

Dividend is Increased

Dividend of Dominion Glass Company, Limited, Raised to Six Per Cent.

When the directors of the Dominion Glass Company, Limited, met in Montreal on November 18th, they raised the dividend on common stock from 4 to 6 per cent. Such action on the part of the executive of the enterprise has been anticipated for many months past, the excellent earnings of the company forming the basis of expectations in this respect. The policy of the Dominion Glass has been laid along conservative lines, the last available annual statement showing that the company had established a new reserve account of $500,000 in the 1919 period, indicating that it was the intention of the board to place the concern in a strong financial position before yielding to the impulse to increase the distribution among shareholders of the splendid results obtained through operations.

Halifax Shipyards, Limited

Satisfactory Year, Good Surplus and Promising Outlook Reported at the Annual Meeting

At the annual meeting of the Halifax Shipyards, Limited, held in Montreal on December 14th, the president, Horace B. Smith, reported a satisfactory twelve months' operations. The net result of the year as shown in the annual report, was a substantial surplus, with a promising outlook for the coming year.

President Smith in his address to the shareholders present stated that the *Canadian Signaller*, constructed for the Canadian Government Mercantile Marine, a ship of 8,300 tons dead weight carrying capacity, had been constructed, launched and delivered during the period covered in the report. The vessel, he stated, had conformed to the highest classification of Lloyd's.

Two other ships, Mr. Smith said, of 10,500 tons capacity each were in course of construction at the shipyards of the company and it was anticipated that delivery of these would be made by June of next year. In addition, the Halifax concern has a large volume of repair work on hand.

Mr. Smith also reported that the company have in prospect orders for the construction of five large oil tankers, the booking of which is almost consummated. This work will be sufficient to keep the Halifax yards, as well as those of the Davie Company at Levis and the Tidewater Company at Three Rivers, busy during the whole of the coming year.

Altogether, Mr. Smith reported, the outlook was bright; 2,000 men were being employed at Halifax, and he regarded the future with optimism.

The following board and officers were elected for the ensuing year: Horace B. Smith, president; J. F. M. Stewart and M. J. Haney, vice-president; Fred Pearson, R. M. Wolvin, J. W. Norcross, F. S. Isard, W. E. Burke and J. Norris.

The Cross Fertilizer Company, Limited, of Sydney, Nova Scotia, are planning to establish a factory at Welland, Ontario, for the production of chemical fertilizers. The ground has been bought, and in April, when the company's technical man is expected to arrive from England, plans will be drawn. It is hoped to start building operations early next summer.

Manufacturing industries of New Brunswick increased from 628 in 1905 to 1,363 in 1918, while the value of output increased from $23,133,951 to $66,855,078. At the present time there are about 20,000 persons employed in industrial concerns on a payroll of approximately $17,000,000. In St. John City the establishments have increased from 114 in 1905 to about 275 at the present time, while the output has increased from $7,000,000 to about $20,000,000.

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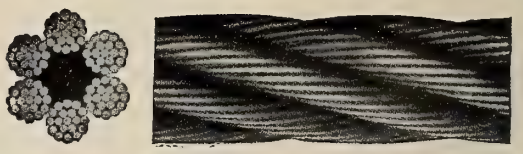
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Wouldn't you like to stop that noise? You can do it by using

NEW PROCESS GEARS
RAWHIDE PINIONS

They last indefinitely too

Ask us about it?

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MOTOR TRUCKS
SEALED AGAINST OVER-SPEEDING

Who would think of applying life insurance to a motor truck?—The builders of the Mapleleaf did.

They saw that many a good truck has had the long end chopped off its life by reckless speeding on the homeward journey.

And so they built a governor into the engine and sealed it at safety speed right here in their Factory.

That is just one of the things that prolong the Mapleleaf's working days.

Mapleleaf Manufacturing Co.
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Issues Policies of Insurance after a Careful Inspection of the Boilers Covering Loss or Damage to Property and Loss Resulting from Loss of Life and Personal Injuries. Policies Guaranteed by The Hartford Steam Boiler Inspection and Insurance Company.

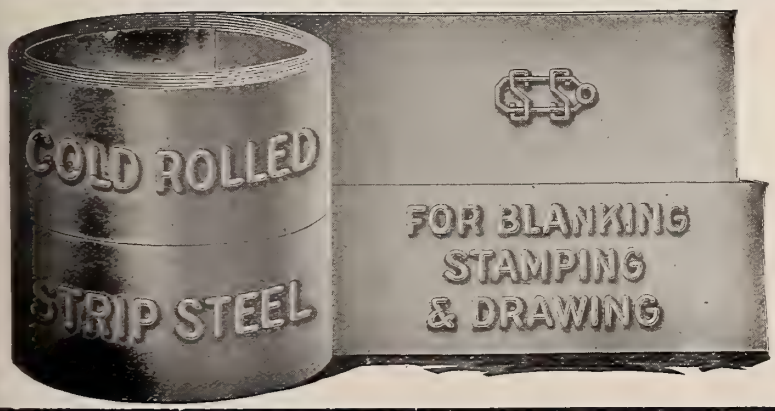
Assets for Security of Policyholders, $4,552,020.43.

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OLAF E. GRANBERG . . . . Vice-President
JAMES P. BYRNE . . . . Secretary
M. B. ROBINSON . . . . Asst. Secretary

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ELECTRO PLATING
DEEP DRAWING QUALITY
ACCURATE GAUGE AND WIDTH
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MALLEABLE IRON
CASTINGS
HIGH TENSILE STRENGTH

GALT MALLEABLE IRON CO.
LIMITED
GALT - ONTARIO

Earnings Are Doubled

Prosperous Year Shown in Annual Report of Wayagamack Pulp & Paper Company, Limited

A large gain in gross and net earnings is one feature of the Wayagamack Pulp & Paper Company, Limited, report for the year ended November 30th, 1920. The total assets at the end of the year amounted to $14,725,259 compared with $11,989,382 a year previous. The enlarged production and earning power was obtained from the existing plants of the company as proposed additions will not be in operation till the spring of this year.

The profit and loss account shows that the gross income for the year amounted to $2,152,707, as compared with $1,103,687 in the previous year. The net earnings were $1,108,807, equivalent to 22.17 per cent. on the outstanding common stock, and compared with $551,587, equal to 11.03 per cent. last year.

The general statement of assets and liabilities also shows some changes, representing the very much larger business which the company is now handling. Total current assets now stand at $4,445,627, and compare with $2,652,253. These compare with current liabilities of $2,337,173, against $585,095 a year ago. The current assets and current liabilities represent in particular the large addition of materials on hand, and the temporary financial arrangements which have been effected to provide for their purchase, in anticipation of additional financing, which will be carried out by the shareholders of the company.

In inventories, the pulp wood, logs and lumber holdings stand at $1,751,884, compared with $722,694; stores, chemicals and fuels, $1,071,950, up from $303,577; logging expenses, season 1920-21, $531,667, against $417,528. In current liabilities, accounts payable stand at $937,836 up from $510,095. This year there also appear bills payable, including payments on account of limits, $240,500, and bank loans current for purchase of limits, $600,000, against the purchase made during the course of the year. Reserve for war taxes, 1919-20, amounted to $413,837.

New Management Announced

Whalen Pulp & Paper Mills, Limited, Appoint Reliance Corporation as Manager

Management problems for the Whalen Pulp & Paper Mills, Limited, have been solved by the special committee of the directors of the company, who have engaged the services of the Reliance Mill & Trading Corporation of New York to take charge of the manufacturing end of the business. Recently, Sir George Bury resigned from the position of president and managing director, and was succeeded by Hon. T. W. McGarry as president. The problem then was to secure a manager. Mr. McGarry, W. D. Ross and James Whalen, directors, visited the plants in British Columbia, and their visit was followed by a careful inspection by special sulphite men. The selection of the Reliance Corporation has since followed.

At the head of the Reliance is John Ball, president, who was formerly with Price Bros. & Co., Quebec, and is highly regarded as a pulp and paper manufacturer. Vice-President E. M. Waite was formerly pulp-mill manager at the International Paper Company, and also of the Great Northern Paper Company. Both of these men, according to announcement, are to take personal charge of the operations of the Whalen Company, and will be assisted by Mr. Garrigan, an experienced manufacturer of sulphite. The three plants of the Whalen in British Columbia are all on tide-water, and have a total capacity of 70,000 tons per annum. It is the policy of the new management to manufacture up to the limit of capacity.

THE HAMILTON BRIDGE WORKS COMPANY

HAMILTON, CANADA LIMITED

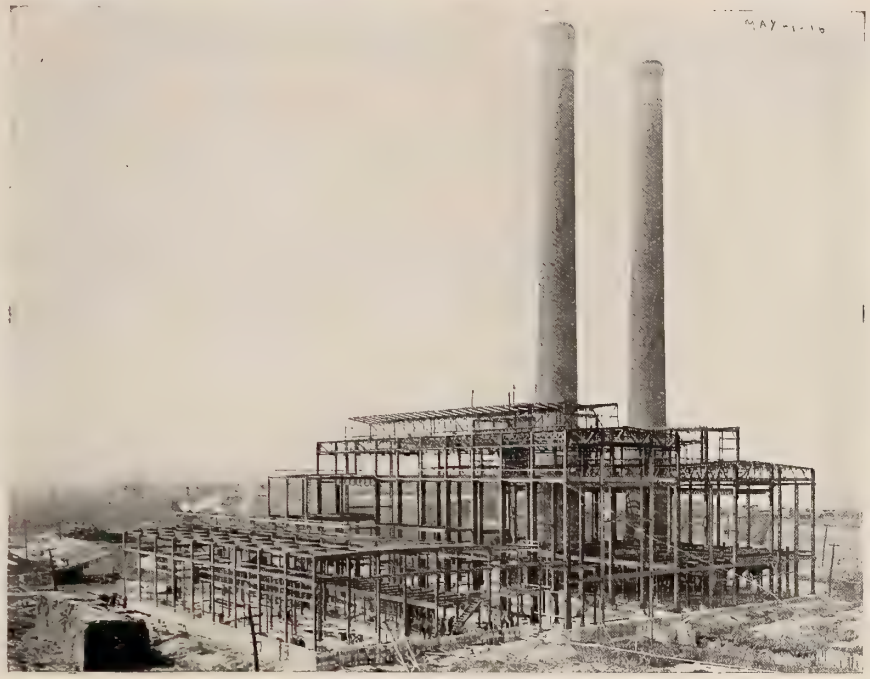
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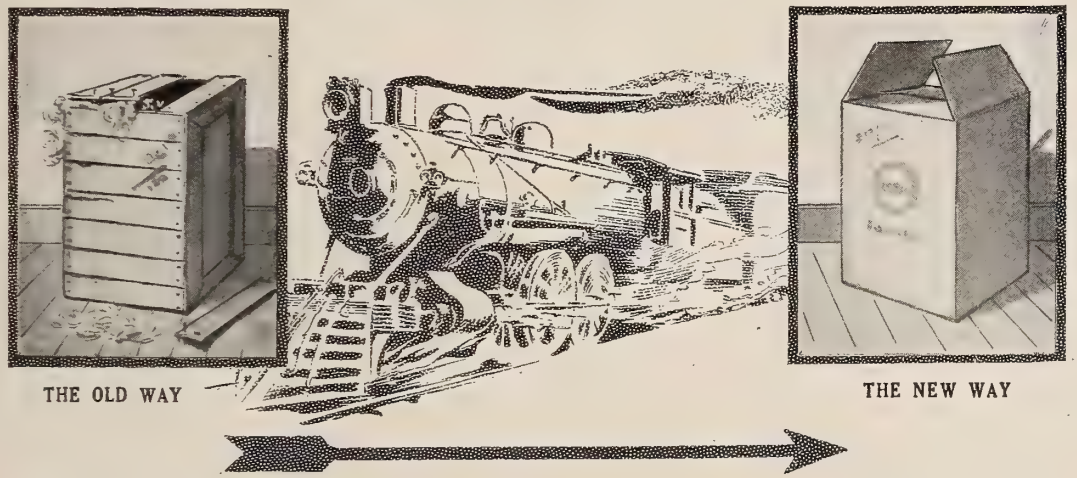
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Steel work for Steam Power House recently erected for
The Dominion Power and Transmission Co., Hamilton, Ontario

H. & D. Corrugated and Solid Fibre Board



THE OLD WAY THE NEW WAY

CONTAINERS will save on your transportation charges, save your floor space, cut down packing expenses, and give you positive protection against loss from damage and pilfering. Write for prices and samples.

The Hinde & Dauch Paper Co. of Canada Limited, Toronto, Canada

Tariff Commission Proceedings

(*Continued from page* 143.)

in large quantities and thus decrease costs of production. He gave a large number of statistics to show the extent of the industry.

John W. Hobbs, Canadian Libbey-Owens Sheet Glass Co., Limited, told of the plans of the company for the erection of a large plant in Hamilton and asked for increased protection.

C. N. Sherman, Dominion Foundries & Steel, Limited, gave a review of the extent and operations of the industry and said that without the protective tariff it would not have been in existence.

A. G. Garden, chairman Hamilton Harbor Commission, said that the present activities of the harbor were, in his opinion, due very largely to the manufacturing interests of the city, as was also the rapid growth of Hamilton, which had been built up under a protective tariff.

A. T. Enlow, Dominion Sheet Metal Co., manufacturers of galvanized sheets, told of the establishment of the industry.

T. H. Pratt, general merchant, spoke of the advantages of the home market and said that if the tariff was removed, Canada would be made a slaughter market for the manufacturers of the United States and Europe.

R. Buchanan, machinist, said that the increase in industry and in opportunities for employment was due to tariff protection.

A. F. Hatch, Stanley Steel Co., Limited, said that unless they received more tariff protection, the industry would not prosper.

Nov. 27.—Hon. E. D. Smith appeared as the official spokesman of the jam manufacturers of Eastern Canada. He gave statistics of the industry and showed how disastrous would be the result if production was wiped out. He gave very complete information about the industry.

James A. Livingstone, fruit grower, Grimsby, gave reasons why a tariff should be maintained against southern, western and tropical fruits coming into Canada.

John. B. Bridgeman, also a fruit grower, stated that they wanted reasonable protection for their industry.

H. Ussher, manager Niagara Fruit Co., Queenston, said that it would be a very serious matter for the fruit industry of the country were the tariff to be interfered with.

James Wagstaffe, Wagstaffe, Limited, Hamilton, endorsed the evidence of Senator Smith.

J. M. Piggott, general contractor, said that any change in the tariff would have very serious effects on the building industry.

W. E. Groves appeared on behalf of the Canadian Florists' and Gardeners' Association, asked for certain changes in the tariff by means of which stock easily raised in Canada might be protected and stock not capable of home production might be given easier entry.

R. L. Smith, on behalf of the Retail and Department Store Branch of the Hamilton Chamber of Commerce, presented a resolution passed by that body asking for the withdrawal of the luxury tax.

D. N. Panabaker, R. Forbes Co., Limited, Hespeler, appeared for the Canadian Woollen Manufacturers Association and urged the continuance of existing duties on woollen products. He was supported by Mr. R. Thomson.

H. G. Smith, chairman of the Knitting Section, Canadian Woollen Manufacturers Association, read a brief on behalf of that industry which asked for a continuance of protection.

Tariff Department

(*Continued from page* 214.)

gulations in respect of the issue of licenses to firms with branches. The Department states that a manufacturer having several factories in which are manufactured articles subject to the manufacturer's tax, is not required to take out more than one manufacturer's license, and that a manufacturer, wholesaler or

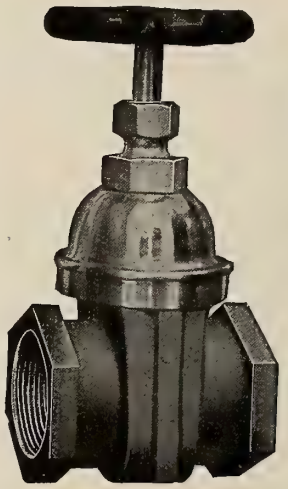
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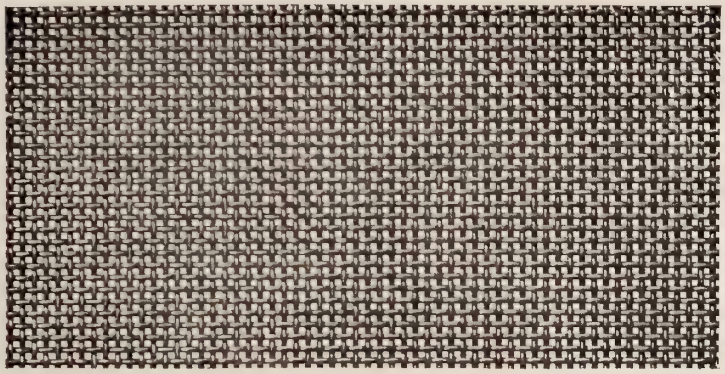
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jobber, having more than one factory, branch office, warehouse, sales office or other place of business, is not required to take out more than one sales tax license.

But note that each branch office, factory, warehouse, sales office, etc., is required to have on file a certified copy of the license taken out by the head office. The Collector of Inland Revenue issuing the original license should state therein what other places of business it is to cover and should issue a certified copy for each place. Where the head office of any firm, having branches, has already received its license, notice should be sent to the collector specifying the branches of the company with a request that the necessary certified copies be issued. The certified copies of licenses will be transmitted by the collector issuing same to the collectors of the divisions in which the branches are located and by the latter to the branches.

Where a branch has, in the meantime, applied for and obtained a separate license such branch may apply to the collector who issued the license for a refund of the license fee paid.

The Department states, however, that where a manufacturer has the wholesale or selling branch of his business entirely separate, and charges a sales tax between the factory and the wholesale or selling branch, he shall be required to take out two sales tax licenses—one for all of his factories, and one to cover the wholesale or selling divisions.

Ships' Stores: The ruling on page 12 of our Excise Tax pamphlet that ships' stores and goods sold to barber shops and pursers on ocean liners is cancelled. The Department of Customs and Inland Revenue now states that such goods are not regarded as exports from Canada and that they are subject to Sales Tax.

Sales to Wholesalers.

The Department of Customs and Inland Revenue has ruled that where a wholesaler purchases goods from a manufacturer for resale he must quote the number of his Sales Tax license, and also certify that the goods so purchased are for resale. Failing the fulfillment of either or both of these conditions the sales tax to be collected from wholesalers will be 2 per cent.

Purchases of Goods for Resale.

Manufacturers who purchase goods for resale are considered by the Department of Customs and Inland Revenue, for the purposes of the Act, to be wholesalers or jobbers in respect of such goods. Accordingly, when a manufacturer orders goods which are to be resold by him in his capacity as a wholesaler or jobber, he should endorse on his purchase order a certificate to the effect that the goods covered by the order are for resale in his capacity as a wholesaler and are therefore subject to a sales tax of only 1 per cent.

Where manufacturers are purchasing both raw material and also goods for resale, one certificate may be endorsed on their order forms.

A sample form of certificate is given herewith. This, however, is merely a suggestion as any certificate that indicates that the goods are to be used, incorporated in or attached to a manufacturer's product or are for resale will be acceptable:

> We hereby certify that the goods or materials on this order are to be used, incorporated in or attached to our manufactured product, or are for resale in our capacity as wholesalers and are, therefore, subject to a sales tax of 1 per cent. only.

Shipping Documents Necessary.

The attention of firms exporting to Australia is directed to a regulation which the Australian Government is putting into effect on the 1st of January, 1921.

This regulation provides that goods arriving at any Australian port will not be delivered until the shipping documents come to hand. No exemptions to this ruling will be made except in the most exceptional cases, and even then an extra duty amounting to at least 50 per cent. of the ordinary duty will be required, pending the production of the complete documents.

It is, therefore, essential for all exporters to Australia to forward the shipping documents promptly so as to avoid the goods being held up pending arrival of the necessary papers.

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Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

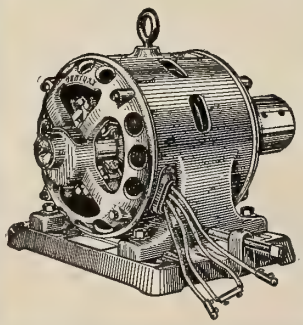
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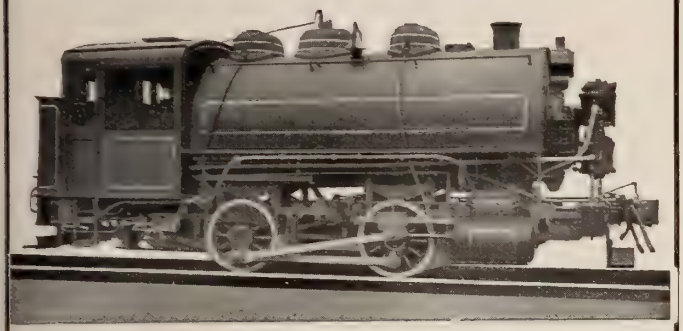
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N. P. Petersen

Will Establish New Factory in England for Gillette Safety Razor Company

N. P. Petersen, plant superintendent of the Gillette Safety Razor Company of Canada, Limited, for the past twelve years, has been selected to take charge of establishing a new factory for Gillette products in England. Before sailing, Mr. Petersen was given an "au revoir" dinner, at which A. E. O'Hara and P. T. Flanagan, on behalf of the factory and office employees in the Canadian plant presented him with a gold watch and chain and a pocket knife. Mr. Petersen expects to return about the beginning of next summer and after a short stay will again cross the ocean to open factories in various countries of Europe.

E. J. Hathaway

Succeeds the Late C. E. Warwick as Secretary of Warwick Bros. & Rutter, Limited

By a recent reorganization of the executive of Warwick Bros. & Rutter, Limited, wholesale and manufacturing stationers, Toronto, E. J. Hathaway was promoted to be secretary in succession to the late Charles E. Warwick, who occupied the position of secretary-treasurer. Mr. Hathaway has been with the firm for upwards of thirty years, having for some years been head of the manufacturing end of the business and the loose leaf specialties. William Warwick, son of the late Charles E. Warwick, is now the treasurer of the company, and H. C. Woods is the managing-director.

Francis Gordon Osler

Appointed to Succeed Sir Edmund Osler on Steel Company of Canada Directorate

Francis Gordon Osler, of Osler and Hammond, Toronto, son of Sir Edmund Osler, president of the Dominion Bank, has been appointed to succeed his father on the directorate of the Steel Company of Canada. Mr. Osler is also vice-president of the Canada Saskatchewan Land Company; director, Canada Permanent Mortgage Corporation; director, Canadian General Electric Company, and a director of the Manufacturers Life Assurance Company.

C. T. Grantham

Resigns the Management of the Empire Cotton Mills, Limited, Welland

The resignation of C. T. Grantham from the position of general manager of the Empire Cotton Mills, Limited, Welland, has been announced. Mr. Grantham came to Welland in 1912 when the company was organized. He built the mills and has since managed them with much success. Annual sales reached about five millions. He is succeeded in the management by James G. Johnston and J. D. Payne.

The appointment of George M. Duck to succeed the late G. E. Henderson as general manager of the Canadian Salt Company, Limited, has been officially announced. Mr. Duck has served the company in various capacities during the last twenty years and was closely associated with Mr. Henderson in its management.

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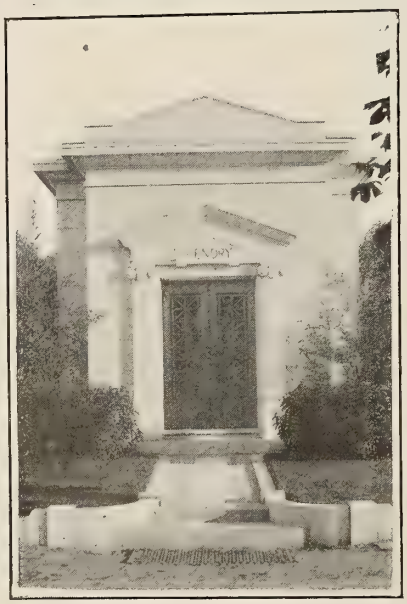
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Deaths Among Prominent Manufacturers

Welland DeVeaux Woodruff

Vice-President and General Manager of Lincoln Paper Mills Company, Limited, Dies in St. Catharines

Welland DeVeaux Woodruff, paper manufacturer, died at his home, DeVeaux Hall, in St. Catharines, on December 13th, aged fifty-nine. He was born in St. Catharines, being the son of the late Samuel D. Woodruff, and was well known all over Canada and the United States as a manufacturer and a clubman.

Mr. Woodruff died after a few days' illness, following a stroke. He was a prominent member of St. George's Church, and philanthropic in a quiet way.

He entered the employ of the Lincoln Paper Mills in 1881, and practically devoted his entire business life to that one industry. For several years he had been the vice-president and general manager of that company, which a quarter of a century ago inaugurated the wage bonus system for employees.

Mr. Woodruff was a Liberal in politics, and in 1908 unsuccessfully contested Lincoln county against the late E. A. Lancaster for the Dominion House of Commons. His wife survives; also three brothers, Alfred and Hamilton K., of St. Catharines, and Dr. Thomas Woodruff, Chicago.

He was manager, president and director of the Lincoln Paper Mills Co.; director Coniagas Mines, Ltd., Cobalt; vice-president Coniagas Reduction Co., Thorold. He was a member of the St. Catharines Club, St. Catharines Golf Club, National Hunt Club (Toronto); Jekyl Island (Brunswick, Ga.); Caledon Mountain Club; Trout Club (Inglewood, Ont.); Niagara Club (Niagara Falls, N.Y.); Country Club (Buffalo, N.Y.); Long Point Club (Port Rowan); Brantford Club, Simcoe Club, Little Cascapedia (Que.); Game Club (Cascapedia, Que.); and Mountain View Country Club (Lewiston, N.Y.).

William Power

Death of President of W. & J. Sharples, Limited, and Power Lumber Company, Limited

The death of William Power, head of the firm of W. & J. Sharples, Limited, Quebec, occurred after a short illness on December 12th. Mr. Power was one of the outstanding figures in the timber trade of Quebec, and his association with the industry, extending over sixty years, was marked by uprightness, high ideals and splendid service. His passing removes one who was in every way a tower and bulwark to the cause which he espoused so early in his career and followed with ability, devotion and faithfulness to the end. It was only a few days before his death that he completed some important business transactions and showed his appreciation of those who had served the firm long and efficiently, by forming a new company known as W. & J. Sharples, Limited, to take over the old business of W. & J. Sharples, Regd. Another company was also organized known as the Power Lumber Co., Limited, for the purpose of purchasing and operating a number of mills, in which the members of the Power family are interested, and the head office of which was to be at St. Pacome.

The late Mr. Power is survived by his widow, four sons and two daughters. The sons are W. Gerard Power of St. Pacome, former president of the Canadian Lumbermen's Association; Joseph Power, Chas. G. Power, M.P., and Frank Power, of Quebec. The daughters are Mrs. M. Barclay of Montreal, and Mrs. F. A. Mosely of Montreal.

The late Mr. Power was a warm worker and enthusiastic endorser of all organizations in the lumber line. He was for

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years a director of the Canadian Lumbermen's Association, president of the Quebec Limit Holders' Association, the Canadian Forestry Association, and many other concerns. Mr. Power was also president of the River Ouelle Pulp & Lumber Co., the Lafontaine Lumber Co., and others.

In religion Mr. Power was a devout Catholic. He was a former president and councillor of the Quebec Board of Trade, for many years a councillor of the municipality of Sillery, a member of the special committee of the tercentenary celebration, and a trustee of the Canadian Patriotic Fund. Speaking of his death, a Quebec paper pays the late Mr. Power the following tribute: "His devout faith and unfailing benevolence are an assurance in which those whom he left behind can find certain consolation. From its inception as a boy of eleven until the present time the record of the man is characteristic of the best type of Canadian enterprise and perseverance. It should serve as a model for emulation by the rising generation and example of success for its encouragement."

Herman Heintzman

Vice-President of Heintzman & Company, Limited, Dies at His Home in Toronto

Herman Heintzman, vice-president of Ye Olde Firme of Heintzman & Co., Limited, died on Saturday, December 11th, at his residence, 482 Avenue Road, Toronto, in his sixty-eighth year. Born in 1853, Mr. Heintzman spent the greater part of his life in Toronto. He was a vitalizing force in the firm, which was established over 70 years ago, and he had seen the greater part of its development from small beginnings to its present position. Throughout his life Mr. Heintzman was unostentatious, not a club man, but possessing a strong, genial personality that won for him many warm friendships. He was exceedingly generous, and one of his outstanding characteristics was a quiet habit of always doing good for somebody.

Mr. Heintzman is survived by his wife, one son, Charles, who is connected with the business, and three daughters, Mrs. G. Vandenberg, Mrs. Lindsay Graham, and Mrs. Arthur Edgar, all of Toronto. He leaves also three sisters, Mrs. A. T. Bender, Mrs. Archie Laughrey of London, and Mrs. Chas. Schwenkler; and two brothers, Mr. Geo. C. Heintzman, president of Heintzman & Co., and Mr. Wm. F. Heintzman. A second son was killed while serving in the flying corps during the war.

James Percy McNaughton

General Sales Agent of Dominion Iron & Steel Company, Limited, Dies in Montreal

James Percy McNaughton, General Sales Agent of the Dominion Iron & Steel Company, Limited, died at his residence, after a long illness, on the 21st November.

Mr. McNaughton entered the service of the Dominion Iron & Steel Company in 1903, succeeding to the position of General Sales Agent after Mr. Frank P. Jones became General Manager of the company. During the earlier stages of the company's progress Mr. McNaughton resided in Sydney, but in recent years he had his office at headquarters in Montreal and resided in the city. He was born and educated in Ottawa, and was 53 years old at the time of his death.

Those who knew Mr. McNaughton personally are best able to appreciate his loss to his family, the steel industry in Canada, and to the company whom he has faithfully served since its products were first placed on the market. He was a man who did not seek publicity, but whose integrity and loyalty could always be relied upon, as could also his assistance of a friend in need.

His early death, following that of Mr. Francis H. Whitton of the Steel Company of Canada, measurably thins the ranks of the steel men of Canada, never too numerous, and is a distinct loss to that industry and to his immediate associates in Montreal, Sydney and elsewhere.

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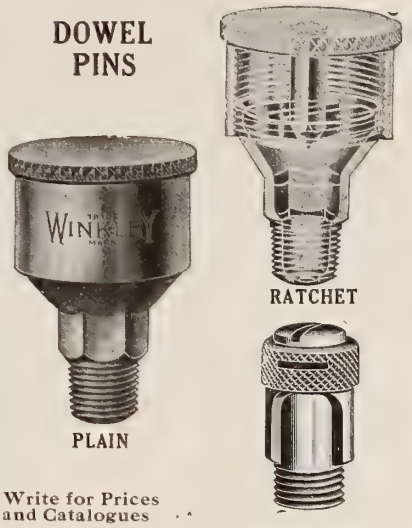
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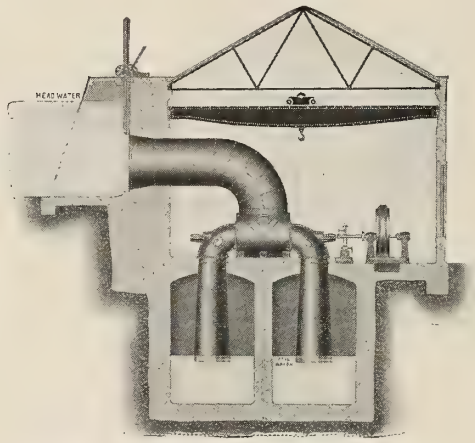
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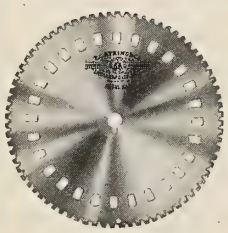
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Circular Metal Cutting
SAWS

THEY withstand constant wear and cut their way easily, because they possess to the highest degree both toughness and ductility. Atkins skillful smithing insures an accurate cutting. A comparative test will demonstrate these facts. Our free booklet on Atkins Circular Metal Cutting Saws contains a wealth of information. Send for it.

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The Sterling Quality Saw People

Established 1857

Canadian Factory
HAMILTON, Ont.

Canadian Branch
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The Pulse of Business in Canada

Trade Returns

Increases in Imports and Exports Shown by Trade Summary for November

The summary of Canadian trade for November, 1920, shows an increase in both imports and exports as compared with the month of November, 1919. Among the imports a considerable decline is to be noted in fibres, textiles and textile products, amounting to $1,925,304 in free importations and to $3,884,752 in dutiable goods. Increased importations of iron and steel and manufactures thereof, as well as of non-metallic minerals and products more than balance this decline. Among exports a large gain is shown in agricultural and vegetable food products. Exports of wood, wood products, paper, etc., have also increased. Following are the statistics of trade for November:

Imports Entered for Home Consumption.

	1919.		1920.	
	Free.	Dutiable.	Free.	Dutiable.
Agricultural and vegetable products, mainly foods	$2,409,549	$12,124,988	$2,414,052	$8,468,633
Agricultural and vegetable products, other than foods..	4,285,476	2,181,752	2,567,423	3,559,009
Animals and animal products.	4,444,459	4,097,043	1,184,988	2,865,977
Fibres, textiles and textile products ..	6,797,022	14,072,096	4,871,718	10,187,344
Chemicals and chemical products	1,329,022	1,656,922	1,348,311	1,773,620
Iron and steel and manufactures thereof	1,937,483	12,344,077	4,011,236	16,597,189
Ores, metals and metal manufactures, other than iron and steel ...	1,388,466	3,250,673	1,188,002	3,889,581
Non-metallic minerals, and products	5,347,241	5,456,901	8,651,656	12,609,903
Wood, wood products, paper and manufactures	1,367,792	2,427,471	2,152,737	3,597,550
Miscellaneous.	2,373,849	3,425,988	3,457,010	3,267,058
Total.	$31,680,359	$61,037,911	$31,847,133	$66,815,864
Duty collected		$16,012,510	.....	$13,188,767

Exports.

	1919.		1920.	
	Domestic.	Foreign.	Domestic.	Foreign.
Agricultural and vegetable products, mainly foods	$40,866,473	$313,060	$78,316,187	$68,736
Agricultural and vegetable products, other than foods..	2,886,623	45,722	2,470,013	10,615
Animals and animal products.	35,295,632	749,235	21,880,764	97,338
Fibres, textiles and textile products ..	1,931,987	397,905	1,165,083	184,323
Chemicals and chemical products	1,830,070	316,452	1,694,356	115,702
Iron and steel and manufactures thereof	6,333,178	1,327,532	7,780,542	346,027
Ores, metals, and metal manufactures, other than iron and steel ...	4,232,914	105,251	5,124,357	69,389
Non-metallic minerals, and products	3,568,052	46,379	3,255,876	119,327
Wood, wood products, paper and manufactures.	19,116,513	35,046	23,482,199	28,656
Miscellaneous.	3,352,219	245,744	2,338,625	199,789
Total. $119,413,661		$3,582,326	$147,508,002	$1,239,902

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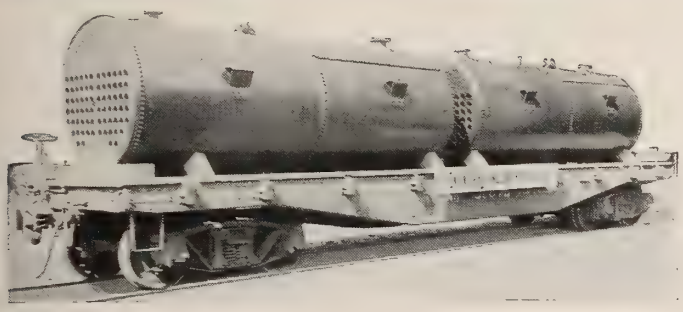
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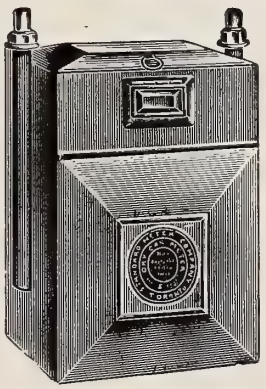
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Building Conditions

Decrease in Construction Contracts for November, 1920, as Compared with November 1919

Construction contracts awarded in all the cities, towns, villages and rural districts throughout Canada during November, according to figures compiled by MacLean Daily Reports, Limited, totalled $15,399,200 compared with $18,169,500 in October, and $16,995,200 in November, 1919. The total for the eleven months of 1920 is $246,859,000 compared with $181,131,900 during the corresponding months of 1919, and $94,562,400 during 1918, being an increase of 36.3 per cent. over 1919 and 161.1 per cent. over 1918.

Among the most important contracts awarded during this month are the following: Regina, theatre, $250,000 for Famous Players Canadian Corpn., Ltd.; Winnipeg, deaf and dumb institute $621,000 for Province of Manitoba; Vancouver, seawall and terminal $350,000 for Canadian National Railway; Vancouver, drydock $3,500,000 for Dominion Government; Maple Ridge, B.C. logging railway $350,000 for Miami Corporation of Chicago; London, Ont., sewers $300,000; Hamilton, glass factory $300,000 for Canadian Libbey-Owens Sheet Glass Co., Ltd.; Toronto, restaurant and office building $400,000 for Childs Co., Ltd.; Province of New Brunswick, road construction, $248,000; Three Rivers, Quebec, pulp mill $1,500,000 for Three Rivers Pulp and Paper Co., Ltd. Other contracts reported by MacLean's were:

Class.	Number.	Value.
RESIDENCES.		
Frame	368	$1,455,800
Brick	284	1,682,100
BUSINESS BUILDINGS.		
Frame	77	412,800
Brick	118	1,134,100
Concrete	2	45,000
INDUSTRIAL BUILDINGS.		
Frame	11	72,900
Brick	15	756,700
Concrete	3	1,580,100
ENGINEERING CONSTRUCTION.		
Steel Bridges	6	326,700
Concrete Bridges	3	117,000
Miscellaneous	4	5,816,100
Total for Dominion		$15,399,200

Bank Clearings

Increase of $293,126,950 over November, 1919, shown by Bank Clearings for November, 1920

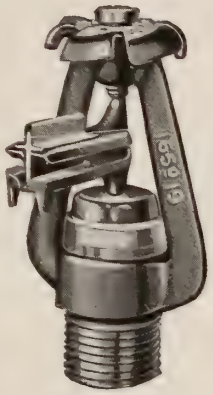
The November bank clearings show an increase of $293,126,950 over November, 1919. The largest increase is at Winnipeg where a gain of $143,799,268 is shown. The following figures show the clearings for November, 1919, and November, 1920, with the changes:—

	Nov., 1920.	Nov., 1919	Changes.
Montreal	$652,846,705	$615,325,528	+$37,521,177
Toronto	494,365,696	414,730,544	+79,635,152
Winnipeg	429,192,133	285,392,865	+143,799,268
Vancouver	75,231,031	65,623,728	+9,607,303
Ottawa	57,308,079	60,671,751	−3,363,672
Calgary	48,407,532	44,763,369	+3,644,163
Hamilton	33,261,308	32,112,322	+1,148,986
Quebec	34,276,795	29,495,934	+4,780,861
Edmonton	27,798,216	25,512,473	+2,285,743
Halifax	23,812,271	22,056,205	+1,756,066
London	16,980,248	16,608,636	+371,612
Regina	25,881,328	25,115,597	+765,731
St. John	14,297,754	14,239,714	+58,040
Victoria	11,718,439	12,145,250	−426,811
Saskatoon	12,668,947	11,747,354	+921,593
Moose Jaw	10,886,385	9,479,543	+1,406,842
Brantford	6,651,144	6,194,872	+456,272
Brandon	4,688,149	4,672,293	+15,856
Fort William	5,107,407	4,722,590	+384,817
Lethbridge	5,347,988	3,377,806	+1,970,182
Medicine Hat	3,385,287	2,526,774	+858,483
New Westminster	3,145,045	2,698,019	+447,026
Peterborough	4,395,692	4,353,399	+42,293
Sherbrooke	5,668,353	4,602,796	+1,065,557
Kitchener	5,395,160	5,431,364	−36,204
Windsor	15,512,541	11,066,303	+4,446,238
Prince Albert	2,184,122	2,619,746	−435,624
Totals	$2,030,413,725	$1,737,296,775	+$293,126,950
Moncton	3,843,638	.....	.....

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Cut Down Your Insurance Costs

The installation of Manufacturers' Automatic Sprinklers in your building will cut your insurance premium in half, because the insurance companies know the value of these faithful watchmen.

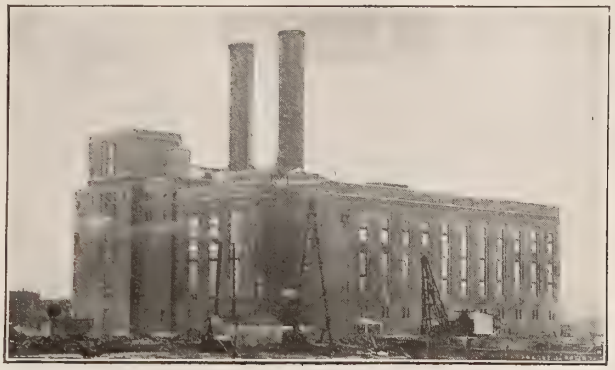


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In the design and construction of this large, steam-driven electric power plant nothing was omitted which would make for efficient and dependable operation. It is recognized as a model plant.

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were installed throughout this notable plant because their superior quality and recognized dependability are in keeping with the other engineering features.

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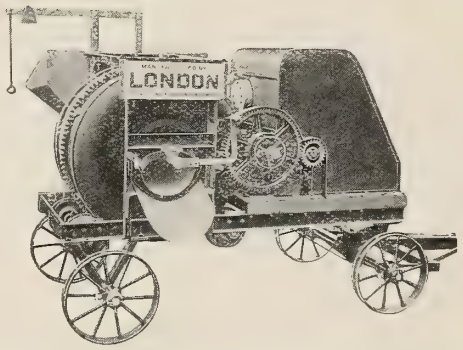
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The sure way of securing Fixtures to Masonry

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BEVERIDGE PAPER CO., Limited
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Everything in paper and paper goods

London Concrete Mixers
No. 4 and No. 6



A portable machine made in two sizes, suitable for small jobs, such as building foundations, sidewalks, barn walls, concrete silos or any work requiring a capacity up to 60 cubic yards per day.

The machines are of the same substantial design and construction as our larger machines. **Built to stand constant use.**

Equipped with **Novo Dust-Proof Gasoline Engines** which on a Concrete Mixer will outwear three of the ordinary open type engines.

Will save the price of itself in thirty days' use. Send for catalogue No. 48-B. State capacity desired.

London Concrete Machinery Co. Ltd.
Dept. 30 **London, Ontario**
World's Largest Manufacturers of CONCRETE MACHINERY

Railway Earnings

Increase in Gross Earnings Shown by Principal Railways for November, 1920

The gross earnings of transcontinental railways for November, 1920, are greater in each case than those for November, 1919. The following are the figures for the three principal lines:—

	November, 1920.	November, 1919.	Increase.
Canadian Pacific	$23,524,000	$17,101,000	$6,423,000
Canadian National	12,426,824	8,949,583	3,477,241
Grand Trunk	10,400,390	8,203,832	2,196,558
Totals	$46,351,214	$34,254,415	$12,096,799

Trade With France

Canadian Section of the British Chamber of Commerce in Paris Publishes Booklet

A booklet, entitled "How to Trade with France," has been issued by the Canadian Section of the British Chamber of Commerce in Paris, and copies may be obtained on application to the Secretary of the section at 6 Rue Halévy (9 E 11), Place de l'Opéra, Paris. The publication explains what the Canadian Section has done and is doing to promote export trade from Canada to France.

Information is given regarding the commercial treaty between the two countries, and the French tariff and customs regulations. Some useful notes on packing and marking of goods, methods of sale and railroad rates are also given. For Canadian houses the membership fee for the British Chamber of Commerce is one hundred francs per annum, which covers a subscription to a monthly trade report and an annual report. A form of application for membership is to be found in the booklet.

TRADE IN THE FAR EAST

Returned soldier, with four years' experience travelling in Japan, China, Southern India, Malay Straits, and Ceylon, speaking two dialects of the East Indies and a sound knowledge of the crude rubber industry, anxious to secure a position as representative for Canadian firm desirous of doing business importing or exporting in the Far East. Address in first instance, Box 1000, INDUSTRIAL CANADA.

Spanish River News

Christmas Number of Spanish River Company Paper is Artistic Piece of Work

The Christmas number of the *Spanish River News*, the employees' paper, published at Sault Ste Marie by the Spanish River Pulp & Paper Mills, Limited, is a splendid example of the way in which the good-will appropriate to the season may be spread throughout an organization. The cover shows a writing pad on which lies a letter conveying Christmas wishes from the president, G. H. Mead, to all Spanish River employees. Letters from other officers are made features of some pages, while others carry photographs depicting notable events of the year, logging and manufacturing operations, athletic events, etc. The seasonable colors, red and green, have been used effectively for the cover and most of the other pages, and the whole number presents an appearance which should earn for the editor heartiest congratulations.

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Solicitors of Patents
Counsel, Solicitors and Experts in
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EDWARD MAYBEE, Mech. Eng. J. F. EDGAR, Counsel
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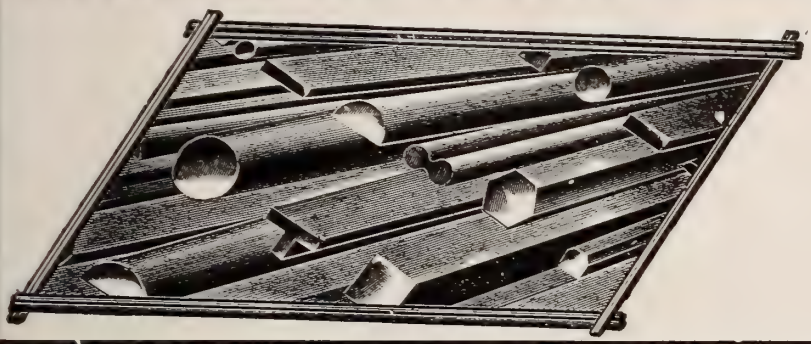
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ARE YOUR STEAM PIPES INSULATED?

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Lake or Rail Shipments TORONTO, PORT ARTHUR and MONTREAL

Recent Trade Inquiries

A List of Inquiries Received from Various Sources including the Canadian Trade Mission, London; the Canadian Trade Commission, Ottawa; the Department of Trade and Commerce, Ottawa; and the Commercial Intelligence Department, C.M.A., Toronto.

DOMESTIC.

610. Western Canada: A manufacturers' agent, with twenty-four years' selling experience from Winnipeg to the Coast, desires to get in touch with manufacturers who are not yet represented in that territory, or who may wish to appoint additional representatives. His references are good.
611. Maritime Provinces: A firm has recently been started in Fredericton, New Brunswick, and are open to represent manufacturers throughout the Maritime Provinces. They would like any interested manufacturers to communicate with them.
612. British Columbia: A firm of manufacturers' agents in British Columbia are anxious to secure the agencies of eastern manufacturers who wish to sell their products in that province.
613. Vancouver: A Vancouver import and export house are well equipped to handle the British Columbia agency for Ontario manufacturers of specialty food stuffs, dry goods or household utensils.

FOREIGN.

614. England: A reliable firm of manufacturers' agents and importers are desirous of establishing relations with any manufacturers in Canada who are not yet represented in England. They are well known to the cabinet trade and its branches having been connected with it for the past twenty-six years. They have also a good connection amongst the fancy goods, textile and glass retailers.
615. Mexico: An import and export house in Mexico offer their services to manufacturers interested in exporting to that country. They specialize in food stuffs and are interested in getting the representation of manufacturers of canned fruits and vegetables. They furnish bankers' references.
616. Foodstuffs, canned goods, etc.: A London firm wish to effect connections with Canadian producers of the following lines for shipment to the United Kingdom and Europe, and would be glad to receive quotations c.i.f. United Kingdom and continental ports, and full range of samples from packers interested: flour, macaroni, corn starch, condensed and evaporated milk, and all kinds of canned goods, especially fruits in syrups; also evaporated apples and other fruits, and lard.
617. Canned fruits and vegetables: A Nottingham firm are open to purchase canned fruits of all kinds, and tomatoes.
618. Agency in Trinidad: A commercial house in Trinidad, B.W.I., desire to secure the agency in Trinidad for a large manufacturer of flour, oatmeal, and cornmeal; also interested in oilmeal, codfish, sardines, wrapping paper, and Portland cement.
619. Meats, canned fruits, vegetables, and fish: A well-established firm of commission agents in Port of Spain, Trinidad, having branch offices in Georgetown, Demerara, and British Guiana, and with travellers visiting Barbados, the Windward and Leeward Islands, and Dutch Guiana, would like to make arrangements to represent a Canadian packing house supplying meats, and also with Canadian companies in a position to supply canned fruits and vegetables, canned fish, etc. This firm already represents two important Canadian manufacturing companies and a well-known British manufacturing company, but would be glad to take on other agencies.
620. Grain, seeds and foodstuffs: An important firm in Antwerp, Belgium, having connections in Belgium, Holland, and France, wish to make arrangements with Canadian firms exporting grain, seeds, and foodstuffs.
621. Food products: An importer in Bordeaux, France, desires to obtain the agency for Canadian firms in all lines of food products.
622. Dry goods: A large firm of manufacturers' representatives in Trinidad, who also cover the neighboring islands, would like to represent Canadian dry goods firms for cotton and woollen piecegoods, linen, hosiery, and shirts. Firm carries a large staff of competent salesmen.
623. Blankets: Two large British firms in Constantinople, with extensive connections, are desirous of receiving particulars from Canadian suppliers of blankets of all kinds with a view to the resumption of normal trade with that centre.
624. Woollen hosiery: A large British firm in Constantinople, with extensive connections, are desirous of receiving particulars from Canadian suppliers of woollen hosiery with a view to the resumption of normal trade with that centre.
625. Textiles: A large British firm in Constantinople, with extensive connections, are desirous of receiving particulars from Canadian suppliers of textiles of all kinds with a view to the resumption of normal trade with that centre.
626. Hot-water heating stoves and hot-air heating apparatus: A British firm wish to be placed in touch with Canadian manufacturers of hot-air heating stoves and heating apparatus. They are very anxious to obtain any pamphlets or catalogues explaining the methods and equipment used.
627. Hardware: Three firms in Constantinople—one a large British concern with extensive connections—desire to receive particulars from Canadian exporters with a view to the resumption of normal trade with that centre.
628. Bedsteads: A firm of merchants and commission agents in Constantinople desire to receive particulars from Canadian exporters of bedsteads.
629. Brushes: A firm of merchants and commission agents in Constantinople desire to receive particulars from Canadian exporters of brushes.

ELDER DEMPSTER LINES

Canada-South Africa Direct Service

Regular monthly sailings from Montreal in Summer and St. John, N.B., in Winter, calling at Cape Town, Algoa Bay (Port Elizabeth), East London, Port Natal (Durban) and Delagoa Bay in the order named.

Canada-West Africa Direct Service

From Montreal in Summer, and from St. John, N.B., in Winter, monthly sailings for Dakar, Sierra Leone, Seccondee, Accra and Lagos, and other ports on the coast, if sufficient inducement offers.

For Sailings, Rates of Freight and Full Particulars, apply to

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The Canadian Pacific Ocean Services, Limited

THE

New Zealand Shipping Company Limited

CANADA

TO

Australia and New Zealand

Regular monthly sailings from Montreal in summer and St. John in winter, calling at Auckland, Wellington, Lyttelton and Dunedin (New Zealand) and Melbourne and Sydney (Australia). Sailings 20th of each month.

Through bills of lading issued to all points in Australia, New Zealand, Tasmania and other islands of Oceania.

Marine Insurance effected at rates equal to those given from New York.

For rates and other information apply to

The New Zealand Shipping Co.

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213 Board of Trade Building, Montreal



With our greatly increased capacity we need your business.

A wheel for every purpose and satisfaction guaranteed

Let us send our new Catalog and quote prices.

Dominion Abrasive Wheel Co., Ltd.

MIMICO, ONTARIO, CANADA.

630. Iron pipes: Two British firms in Constantinople, with extensive connections, desire to receive particulars from Canadian suppliers of quarter-inch to three-inch iron pipes (black and galvanized), tubes, and water pipes, with a view to future developments of this trade.
631. Kitchen chairs: A Glasgow importer of furniture is anxious to do business with Canada in one-piece top kitchen chairs. Terms, thirty days' sight draft.
632. Doors and dowels: A manufacturers' agency in London, England, comprised of business men who served in the Canadian Army during the war, have already secured agencies for a number of Canadian lines, and desire to arrange to represent manufacturers of doors and dowels. They ask for sole selling rights in the United Kingdom,and in touch with importers in the United Kingdom who will give very large orders if satisfactory prices can be arranged.
633. Belting. A Nottingham firm are prepared to consider offers of leather belting.
634. Leather: A large British firm in Constantinople, with extensive connections, are desirous of receiving particulars from Canadian suppliers of leather of all kinds with a view to the resumption of normal trade with that centre.
635. Wrapping paper and Portland cement: A commercial house in Trinidad, B.W.I., desire to secure the agency in Trinidad for Canadian exporters of wrapping paper and Portland cement.
636. Canadian commodities: A merchant conducting an exclusively wholesale trade in St. Pierre and Miquelon wishes to represent Canadian exporters of flour, cornmeal, whole corn, feeds, tea, coffee, molasses, barrelled beef and pork, canned goods, leather and rubber boots and shoes, tobacco, cotton sheeting, oil clothes, marine and fishery cordage, dry goods, shingles and clapboards, etc.

International Industrial Fair

First International Fair for Utrecht, Holland, to Take Place in September

From September 6th to 16th, 1921, there will be held in Utrecht, Holland, the first International Industrial Fair, to which Canadian manufacturers are invited to send representatives and exhibits. National fairs have been held in Utrecht since 1917, and in 1919 the exhibitors numbered almost 1,300, including all branches of Dutch industry. As many applications for entrance tickets had been received from abroad and special commercial representatives of various governments had been sent to the fair for the fostering of trade relations between Holland and their respective countries, the directors felt encouraged to plan an international fair for the year 1921.

The advertising literature of the fair points out that Holland is a country of great buying power and sound financial standing, but that several foreign sources of supply formerly available have been temporarily or permanently cut off as a result of the war. Also, though the domestic Dutch industry developed considerably during the war when the country was thrown on its own resources, Holland, lacking raw materials and coal, cannot properly be called an industrial country.

Before the war over 75 per cent. of Holland's imports came from Germany, but with the present unstable condition of the latter country, and the adverse exchange rate, effective competition in Dutch markets is not to be anticipated. Since Holland is forced to import many goods the duties are small, 5 per cent. *ad valorem* being the usual rate.

The directors of the First International Fair have appointed the New York Chamber of Commerce for the Netherlands and the Netherlands East and West Indies, Inc., as their general representative for this continent. The Chamber, whose address is 44 Beaver St., New York City, will shortly issue a pamphlet containing full information about the fair and the conditions upon which foreign companies may exhibit their goods. The pamphlet will also contain statistics showing the selling opportunities on the Dutch market.

Allotment of space in the fair will be made in the order of receipt of the stamped application forms. Allotments will be begun on April 1st, 1921, and participation after that date will be granted only as far as available space remains. The amount of the rent for sample rooms, table spaces and spaces in the open air is payable in one lump sum on February 1st, 1921. Each applicant will be notified before January 15th whether or not participation has been allowed.

Before the opening of the fair, an official catalogue made up of particulars supplied by exhibitors will be issued. It will be printed in four languages: English, Dutch, French and German. Inclusion in the catalogue is made free of charge.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, FEBRUARY, 1921 No. 10

Editorial Comment

A Time for United Action

THERE was never a time in the nation's history when the desirability of buying made-in-Canada goods was more obvious. The country is faced with a situation which must cause concern to all thoughtful people. On the one hand we have continued importation of goods of foreign manufacture on a scale that is far beyond all necessity; on the other hand we see the serious menace of unemployment in our industrial centres. The two conditions have a direct bearing on one another, for, generally speaking, an increase in the importation of goods of a kind that can be supplied by Canadian factories, will involve a reduction in the operation of these factories, with consequent unemployment, while the reduction in the imports of these goods will tend to keep the factories running and labor employed.

In this critical time manufacturers are being urged to take the lead in their respective localities in furthering a movement which will bring straight home to the people the folly of buying imported goods when home productions are available. There are many lines along which beneficial action can be taken, but in the last analysis it is a case of education. Once get the public thoroughly conversant with the situation, once get them to see that their earnings and incomes are directly dependent on whether or not they are buying made-in-Canada goods, and the goal will be achieved.

What is greatly to be desired is that action should be taken promptly and collectively so that the movement may be nation-wide in its scope. Local movements, while good in themselves, will not have the same powerful effect as if they were linked together in one great national drive. Then the sentiment will become contagious, passing from one community to another and permeating the whole country. We had such an exhibition of united action during the Victory Loan campaigns, when the whole country was thoroughly organized and combined action was taken to achieve the desired objective. At that time publicity proved to be a powerful factor in the work of raising the loans, and it is to be desired that publicity should again be utilized to the greatest possible extent in urging the people of Canada to do their duty in the present emergency.

The Association has recently sent out to its entire membership a circular, in which the extent of our unfavorable trade balance is pointed out and its evil effects emphasized. The circular suggests methods by which members can lend assistance in a movement, which it is hoped will be nation-wide, to promote the greater use of made-in-Canada goods. We bespeak widespread action along the lines suggested.

Bank Officials Deplore Large Imports

BANK officials addressing annual meetings of shareholders have almost to a man expressed concern over the manner in which our imports have been increasing. Sir Herbert Holt, president of the Royal Bank of Canada, after referring to the fact that last year imports exceeded exports by $50,000,000, declared:—

"This adverse balance of trade is disquieting and the outflow of returns on foreign capital adds to the difficulties of the situation. The steady increase of American investments in Canada is an equalizing factor, but inadequate. Only by increasing the sale of Canadian commodities can we avoid increasing our foreign indebtedness. Never, even in war time, was it so essential to increase our exports. A duty falls on manufacturers to produce articles of a quality and price that will compare favorably with foreign makes and on our agricultural interests to increase production."

The same thought occurred in the address of Mr. E. L. Pease, vice-president and managing director of the same bank. "Is it any wonder," he exclaimed, "that we are suffering from adverse exchange rates? The only correctives, we repeat, are the curtailment of imports of non-essential articles and the increase of

exports. So far as a country's currency is at a discount, the cost of imports is increased, and wide fluctuations tend to change legitimate business into speculation."

Mr. Pease pointed out that the value of iron and steel products imported during the six months ending September, was about the same as the value of imports for the entire fiscal year 1913, viz., $130,000,000. The year's purchases of cotton and its products in the United States were $70,000,000, compared with $17,000,000; automobiles, 11,000, as against 8,000; $12,500,000 worth of automobile parts as compared with less than a million dollars. Canada consumed 300,000,000 gallons of United States petroleum, gasoline and lubricating oils, as against 190,000,000 in 1913.

Advocated All-Round Development

IT may be worth noting by those who regard agricultural development as the most important work in which this country can engage that so eminent an authority as Sir Edmund Walker maintains that, from the standpoint of national finance, the non-use of our untouched stores of raw materials is even more serious than the non-use of unplowed land. In the course of his review of business conditions at the annual meeting of the Canadian Bank of Commerce, Sir Edmund declared that, while Canada needs more people on the land, it needs more industries as well.

"We export food by which our foreign debts are partly paid," he said, "but we import what we should make ourselves and thus create foreign debt. The present high rate of exchange on New York is the concrete expression of this debt, not only of that being created to-day, but in the form of annual interest payments of all the foreign debt we have created in the past."

Sir Edmund put in a strong plea for more research work. While commending the Governments, both Federal and Provincial, for all that they are doing on behalf of agriculture, he felt that we had reached a juncture where it was necessary to carry research in countless directions in order that by increased production the heavy pressure of the national debt might be relieved. He intimated that it might be possible, as a result of research work, to so reduce the cost of home productions that the flow of imports might be lessened.

Dealing with the alarming extent of our importations, Sir Edmund was inclined to regard the situation as well-nigh hopeless. After pointing out that from September, 1919, to September, 1920, we exported less by 23 millions than in the previous twelve months, and actually imported 440 millions more, he exclaimed:

"It is painfully evident, however, that we waste our breath by setting out these figures year after year. Nothing but inability to buy will check such fatuous extravagance. Is it to be wondered at that people coming to Canada from Great Britain are shocked and profoundly astonished at such lavish expenditure of money at a time when the world is so full of real trouble?"

Denatured Alcohol in Industry

ATTENTION is directed by Mr. Theo. H. Wardleworth in an interesting article in this issue to the action of the Dominion Government last year in removing from government control the denaturing or methylating of alcohol for the purposes of fuel, light and a limited number of industrial purposes. Power is given under the Act to the Minister of Inland Revenue to approve any special denaturants that may be required, so that practically all requirements of industries which employ alcohol may now be met.

Apparently Canadian manufacturers have not realized fully the privilege that has been extended to them. Mr. Wardleworth points out that this privilege opens up a very wide field, for there is a large range of products not now made in Canada, the manufacture of which can now be undertaken. He urges manufacturers to take prompt action so that opportunities for development may not be lost. A reading of his article will prove suggestive.

Many Farmers Support Protection

IT is incorrect to assume that the farmers of Canada as a class are opposed to the principle of protection. An analysis of the evidence presented before the Commission of Inquiry into the working of the customs tariff demonstrates that this is not the case. The Canadian Council of Agriculture and the various provincial organizations of farmers comprised in its membership did advocate a policy which aimed at free trade with Great Britain in five years, together with the removal of all duties on certain commodities, but there were other farmers' organizations, and not a few individual farmers, who stood out in favor of the protection of Canadian industry.

During the tour of the Tariff Commission at least forty farmers appeared and made representations in favor of protection, either directly for the products of their own farms, or more generally for all products of Canadian industry. These farmers were representative of practically all departments of agriculture. Even the grain growers of the West, who are regarded in some quarters as inveterate free traders, were not without spokesmen to give testimony in favor of protection. As for the mixed farmers in Ontario and Quebec, they

came out strongly in favor of a system which had been the means of building up the local market for their products, increasing the value of their farms and bringing prosperity to the agricultural community.

Industrial Sites in Cities

PROPOUNDING the statement that "in many cities in Canada ideal industrial sites are occupied by the poorer class of industrial workers and industries that should be located thereon, in close proximity to transportation, are driven to the suburbs of the city or beyond the city boundary," a writer in *Town Planning and Conservation of Life* advocates the prescribing of certain sections as industrial districts.

He gives an illustration of the difficulty of securing title to property under existing conditions. In a sub-division of twenty lots, suitable for a factory location, the first is owned by a Canadian, resident in the city; the second by a non-resident Italian; the third by a trust estate in the United States; the fourth by a Russian Hebrew; the fifth by a Pole, resident in the Yukon, etc.

"What chance is there for a manufacturer or merchant knowing for what price he can acquire such land? To secure an option that is binding a deposit must be made. Suppose the manufacturer starts with lot 1. The resident Canadian is anxious to sell and makes a fair offer. The agent of the non-resident Italian is then approached. Knowing what the property brings in as revenue, he realizes that anyone who wishes to buy has some object in view, and, wanting to secure a commission on the sale, raises the price, and perhaps a month at least is needed to get power to sell from the owner in Italy.

"To deal with the Trust Estate may take more than a month, and by this time the Hebrew owning lot 5 hears that someone wishes to buy and his price goes up still further. Few will venture to risk depositing money on options with so much uncertainty, not only on the ultimate cost, but also the impossibility of knowing when the deal can be completed.

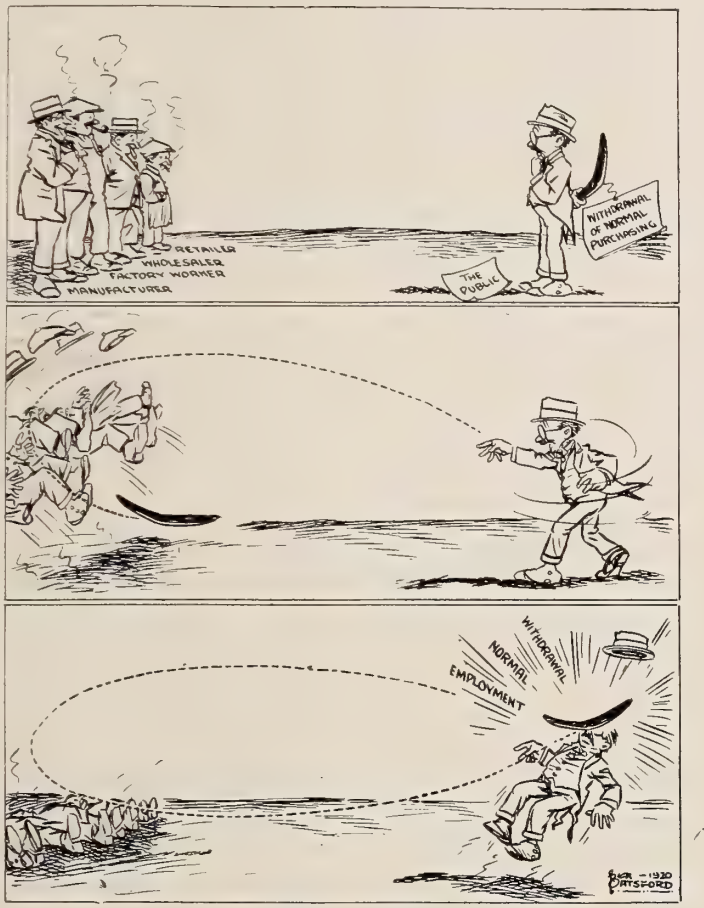
"After a district is prescribed as an industrial district, no new residences should be permitted. Necessary alterations and repairs might be allowed to prevent slum conditions arising, if industrial expansion does not follow as quickly as estimated.

"The city council, or other specially constituted authority, should then obtain a complete record of the owners and a statement as to whether they wish to sell or not, and, if willing to sell, a fixed price for one year. If assessment were fixed by the price stated, and taxes based thereon, excessive prices would be checked. The danger of undervaluation is remote.

"Two steps have now been taken, namely, (1) classification of the district after a regional survey, and (2) the determination of owners and fixed selling price.

"With this information manufacturers would know the districts set apart for industrial purposes and the value of the sites, and, together with the possibility of speedy possession, this would be of great assistance.

"The next consideration would be the effect on the value of the property as it gradually developed. Its power of producing revenue might be decreased or increased, but the value of the land might be expected to increase as it gradually filled up with industries. As this value is built up by the industries, it would appear just that a portion of the increment should go to the land already in use, as a rebate on taxes or towards the expense of local improvements. This would check the raising of prices and so keep the cost of the land at a fair price."



The Boomerang

A cartoon by Ben Batsford, staff cartoonist of the Winnipeg Free Press, appearing in a recent issue of that paper

Industrial Statistics for 1918

FIGURES summarizing the industrial operations of the calendar year 1918 were issued last month by the Dominion Bureau of Statistics, and, while somewhat belated, are interesting as showing how manu-

facturing expanded during the last year of the war. The value of products manufactured amounted to $3,458,036,975, an increase of $442,459,035 over 1917. Employees on wages numbered 602,589, an increase of 1,284. Wages themselves jumped from $455,199,823 to $521,998,379.

In value of products, flour and grist mills held first place with a valuation of $262,537,122. Slaughtering and meat packing came second with $229,231,666. Rolling mills and steel furnaces were third with $209,706,319; munitions fourth with $186,034,920; lumber, lath and shingles fifth with $146,333,192; and pulp and paper sixth with $119,309,434.

In point of number of employees, the lumbering industry ranked first, having 60,868. Second came the munitions industry with 36,760, and third, foundry and machine shop products, with 26,463. Fourth ranked pulp and paper, with 25,863, and fifth, shipbuilding and repairs with 21,705.

So far as capital invested was concerned, first place was occupied by electric light and power, which showed an investment of $401,942,402. In second place stood pulp and paper, with $241,344,704, and in third place lumber, with $182,254,740. Fourth came rolling mills and steel furnaces, with $109,538,103, and fifth slaughtering and meat packing, with $86,969,756.

Modification of Timber Regulations

THE inexhaustibility of Canada's forest resources is a myth which is rapidly losing credit, according to a statement issued by the Commission of Conservation. The symptoms of an actual timber shortage in Eastern Canada are already being felt in the form of high prices. White pine is disappearing rapidly from our forests, and, for the most part, is not being replaced by new growth. Spruce, our most valuable pulpwood species, is steadily giving way to less valuable species, such as balsam and the hardwoods. Each year preventable forest fires still levy an enormous toll upon our forest wealth.

One symptom of the timber shortage is the increasing pressure for a modification of the regulations which forbid the cutting of timber under a stated diameter, such as are in force on Crown lands in Quebec and New Brunswick. This diameter limit is, for spruce, 10 inches in Quebec and 12 inches in New Brunswick. In both Quebec and New Brunswick, provision has been made for the local modification of the diameter-limit regulations, but only after examination on the ground and a favorable report by the Forest Service. Unquestionably, there are conditions where even clear cutting may be the best form of management. Other cases exist where a scientific modification of the diameter-limit regulation will permit of the removal of a materially greater volume of timber than is possible under a strict adherence to such a system and still leave the cut-over area in a better position to produce a second crop of timber.

After years of study devoted to the problem, the Commission of Conservation, however, takes the view that, while strict adherence to the diameter-limit lacks much of being an ideal system of forest regulation, it is incomparably better than no regulation, and should be discarded, wholly or in part, only when replaced by regulations which, after a careful study of the local conditions by a thoroughly trained and experienced forester, will insure the leaving of the forest in a better condition for succeeding crops.

The future of our forests depends upon the increased application of approved forestry methods to cutting operations and the total or material abandonment of the existing restrictions means a reversion to the system of unbridled forest devastation which has resulted in the extermination of the forests on enormous areas in Canada and the United States.

The Problem of Home Buying

A MEMBER of the Association in Edmonton, discussing the question of buying by manufacturers, suggests that the Association might very well consider the establishment of a sort of clearing house of information, through which members desiring certain articles could be placed in touch with sources of supply. To a certain extent this work is being done already by the Commercial Intelligence Department through the Canadian Trade Index, direct correspondence and other channels, but evidently it would be the intention of our correspondent to extend and elaborate the service.

The Edmonton manufacturer voices the opinion that there is a lack of knowledge about Canadian sources of supply which is driving business to the United States.

The subject is by no means a new one, and it has been discussed on many occasions, but it gathers new force to-day with a slackening of trade, a threat of unemployment, and an abnormally low exchange rate. Manufacturers should be in a receptive mood for any scheme that would tend to improve home trade. It is scarcely necessary to say that the officials of the Association would welcome an expression of opinion on the whole question and how it can best be met and handled.

Hydro-Electric Development in Nova Scotia

THE importance of hydro-electric energy as a means of promoting industrial development has been amply demonstrated in Ontario and Quebec. The growth of the industrial centres in both provinces adjacent to sources of power has given incontestable proof of this. Recognizing that, if they are to hold their own in the march of progress, their powers must

be similarly utilized, both Nova Scotia and New Brunswick have recently embarked on important programmes of development. In both cases the policy adopted by Ontario of appointing provincial commissions to undertake the work is being followed, and the principle of public-ownership applied.

In this issue of INDUSTRIAL CANADA the chief engineer of the Nova Scotia Commission tells how the power problem is being solved in that province. In a future issue we hope to publish a similar article on the work of the New Brunswick Commission. The Nova Scotia project differs from the Ontario scheme of development by reason of the fact that there are no large powers in the province at all comparable to Niagara. On the other hand there exist a considerable number of small powers, and it is the ultimate aim of the engineers to link all these powers together in a transmission system which will extend right around the province.

As the manufacturers of Ontario were back of the Ontario development, so, it is gratifying to note, Nova Scotia manufacturers are back of the development now going on in that province. This year's chairman of the Maritime Division, C.M.A., Mr. R. H. Mackay, of New Glasgow, is a member of the commission and is devoting a lot of time to its work.

A Field for Shipbuilding

DEALING with the serious falling off in orders for ships, which threatens to close down most of the shipbuilding yards in Canada when present contracts are completed, Mr. Levy McMillan, superintendent of the shipbuilding plant of the Nova Scotia Steel and Coal Co., New Glasgow, offers one or two useful suggestions.

"Nova Scotia is the best part of one of the best countries in the world for shipbuilding," he says, "and we are not without tradition as to either the building or sailing of vessels. Numerous wooden sailing vessels up to 1,000 tons are owned and operated in Nova Scotia to-day. Most of these are engaged in the lumber trade, but their cargoes include coal, fish, etc., many of the larger vessels going to South America and to the United Kingdom and European ports with Nova Scotia products. There is also a large fleet of wooden fishing schooners engaged in fishing on the Banks the greater part of the year, but which often go to the West Indies in the late fall and winter with fish, returning with molasses or salt.

"All these vessels are not only owned and operated in Nova Scotia, but are built here as well, and if steel shipbuilding is to thrive in any country or community ship owning and operating must be carried on as well —they go hand-in-hand. At best, the wooden vessel to-day, often of inferior wood, does not last many years and is often lost, unfortunately with loss of life. It is getting more difficult, too, to get insurance on a wooden vessel at a reasonable premium, which, of course, is the direct result of frequent losses. There is an opening here for the steel shipbuilder in a modest way.

"The advantages of steel over wood, especially wood such as can be secured to-day, are many. For a given dimension the steel vessel will carry 25 per cent. more dead weight and will carry more bulk cargo, such as lumber, on account of the thinner sides. Insurance rates are much less and do not increase with age as with wood, if the class is maintained.

"There is a serious disadvantage, on the surface at least—that of first cost—but we must try to get away from cheap things; it is the last cost which is important, and in this the steel sailing vessel is much cheaper."

Canada's Agricultural Implement Industry

SPECIAL interest attaches to the figures compiled by the Dominion Bureau of Statistics in connection with the agricultural implement industry in view of the prominence given to this industry, especially in the West, during the Tariff Inquiry. The importance of this particular branch of manufacturing and what it means to Canada may be gauged by the fact that the capital invested in its 86 plants amounted in 1919 to $83,276,450, or close on to a million dollars in each establishment. Dependent on the industry for their livelihood were 10,242 male and 566 female workers, whose combined salaries and wages aggregated $11,858,013. Assuming that an average of three persons were dependent on each male worker, the total number of people associated directly and indirectly with the industry would fall little short of 50,000, or the population of a fair-sized city.

An analysis of the wages earned showed that the majority of the workers earned over $20 a week. Only 837 male workers were drawing under $15 a week, and of these 112 were boys under sixteen years of age. Two thousand two hundred and forty-six male workers were reported as earning from $15 to under $20 a week, while 6,219 earned from $20 up.

The quantity and value of all materials delivered at the works was $16,250,146, and some idea of the large quantities used may be obtained from the information that 65,843 tons of steel and steel castings; 40,055 tons of iron and iron castings; 20,769 tons of malleable iron and 42,986 in feet of lumber and timber were utilized.

Turning to the output of the industry, a long list of products is supplied. Chief among these were 83,746 harrows, 70,372 plows, 41,149 cultivators, 29,949 harvesters, 28,019 mowers, 27,912 drills, and 15,375 hay rakes. The selling value of the various products was $36,703,943.

That the industry is not making heavy profits may be demonstrated by deducting the listed expenses from the selling price of the output. This works out at $4,989,696. On the capital invested this is approximately 6 per cent.

Synopsis of Proceedings Before the Tariff Commission in Ontario Cities

THE FINAL HEARINGS

Based on the Official Report

AFTER the Hamilton hearing, on Nov. 26, the Tariff Commission, comprising Sir Henry Drayton, chairman; Hon. G. D. Robertson, Minister of Labor, and Hon. F. S. Tolmie, Minister of Agriculture, proceeded to London and held a session there. They then went on to Windsor, returning for a four-day hearing at Toronto. After a session at Kingston, the inquiry was concluded with a two-day sitting at Ottawa.

This is the concluding instalment of reports of the hearings held by the Special Committee of the Dominion Cabinet appointed to hear representations with regard to the Canadian Customs Tariff. Owing to the extent of the statements made, it is impossible to do more than supply a brief outline of what was presented to the Commission, but the general character of the evidence of each person who appeared is given so that readers may judge the trend of the evidence.

LONDON.

Nov. 29.—S. Baker, city clerk of London, was the first witness to appear before the Commission. He stated that he was appearing as city clerk and not by authority of the City Council. In his statement he traced the industrial growth of London, showed how diversified were its industries, indicated the value of its market to the farmers in the surrounding country, and wound up with a convincing appeal for a continuance of the present tariff protection.

F. L. Wagner, mayor of Aylmer, appeared on behalf of the industries of that town and of the farmers in the surrounding country. He gave a list of the local industries and declared that the people were satisfied with the tariff and did not want any change in it at the present time.

J. P. Coyle, manager Carnation Milk Co., Aylmer, told of the operations of that company, stating that they had come into Canada in 1916 by reason of the tariff and that their industry was of great value to the farmers in the neighborhood. He claimed that the future of the canned milk industry was dependent upon protection.

G. H. Skinner, representing the farmers of Aylmer district, told of the increased value of farm lands in the neighborhood and stated that he thought the tariff was one reason for the prosperity of the farmers. He did not see any way in which the tariff was hurting the farmer.

M. R. Seed, Aylmer Pump & Scale Co., said he thought they should have the protection they now enjoyed and enumerated reasons for so thinking.

H. E. Armstrong, president Chamber of Commerce, Aylmer, corroborated the evidence of previous witnesses and declared that the citizens of Aylmer were practically a unit in support of the protective principle.

H. J. Pettypiece, editor and proprietor, *Forest Free Press*, was given an opportunity to reply to certain references to editorials in the *Free Press* given in Thomas Findley's brief on the agricultural implement industry. He took advantage of the occasion to refer to rural depopulation and the unfavorable results of farming operations in Lambton county.

Mr. Hall, a farmer living between Forest and Watford, gave evidence purporting to show how farmers were handicapped by the tariff.

Mr. Pettypiece, appearing again, dealt with the duty on plows and contended that it was an outrage that the manufacturers should get their mould-boards, land-sides and other parts admitted duty free as raw material and then add 17½ per cent. with 30 per cent. profit on the price of the plow. He claimed that what was wanted was a fair tariff, putting the agriculturalists on the same basis as the rest of the public.

Tariff Brought Industries.

Leonard C. Van Geel, secretary and sales manager, Tillsonburg Shoe Co., gave evidence to show how four branch industries had located in Tillsonburg as a result of the tariff and how the removal of protection would likely put them out of business.

H. A. Gilroy, farmer, Brook Township, stated that his views on the tariff question were a general equalization, letting the burden fall with equal weight upon all the people. He wanted protection on his sugar beets in the way of a bonus systems and a lowering of the duty on the essentials that entered into his labor.

Thomas McMillen, farmer, Seaforth, appeared on behalf of the general live stock farmer and read a statement. This was very largely along the lines of the original statement presented by the Canadian Council of Agriculture at Winnipeg. He was subjected to a lengthy series of questions by the Commissioners.

George Spotton, business college proprietor, Wingham, stated that he had been asked by some fourteen industries in Wingham to say that they were perfectly satisfied with present conditions.

W. H. Gurney, mayor of Wingham, asked for continued protection for the glove industry of the town.

John Stevenson, mayor of Stratford, introduced a deputation from that city and gave a general statement of the industrial growth of the place. He believed that the appointment of a permanent tariff board would do more than all else to stabilize industry in Canada.

S. J. Monteith, farmer, living near Stratford, said that his observations had led him to believe that the protective policy as now in operation had been a benefit to the farming industry and that the maintenance of some such policy was essential to the continuance of the prosperity enjoyed.

Labor Men's Views.

A. M. Davis, Trades & Labor Council, Stratford, said that as a trades unionist and wage-earner he was of the opinion that, while free trade would not solve the present business stagnation, it would have at least a tendency to reduce prices on the necessities of life. High tariff or low tariff would not, in his opinion, bring any permanent relief to present unsatisfactory conditions.

Wm. McCulloch, a representative of labor, particularly of the woodworking industry, Stratford, claimed that the former witness was not truly representative of labor in Canada. He felt that he was expressing the opinion of the majority of the workers in his city when he said that he thought the Government should take no steps at the present time to interfere with the tariff in any way. He advocated the appointment of a permanent tariff board.

C. E. Richardson, manufacturer, St. Marys, introduced a deputation from the town and read a memorandum which urged that it was essential to the continued prosperity of the town that a protective tariff, at least as high as that now in force, should continue to guard their industries.

John Dunbar, farmer, owner of 300 acres in Ontario and 320 acres in Alberta, said that he felt it would be a very in-

opportune time to lower the tariff on any articles.

F. L. Lancaster appeared for the industrial workers of St. Marys and said that anything that would tend to the demoralization of the manufacturing industry would tend to unemployment and demoralization among the men.

T. A. Stevens, St. Marys, told of conditions before the National Policy came into effect, and said that the people who were asking for a low tariff or free trade did not know what conditions under such a system would be.

J. W. Cameron, Strathroy, appeared on behalf of the handle manufacturing interests and read a statement in which it was stated that, should protection be reduced or removed, they would either have to go out of business or cross over to the United States.

C. O. E. Smith, W. E. Saunders & Co., Limited, biological products, London, stated that they had been manufacturing these products since February and that they had no protection. American producers were fully protected and were dumping goods in the Canadian market. He asked for protection for the development of the Canadian industry.

W. A. Griffiths, Nicholson Laboratories, Toronto, corroborated the previous speaker's statement.

Harold Currie, farmer, living three miles from Strathroy, said that if Canada's farms were to pay the national debt, they must have every assistance and, if the placing of tractors on the free list assisted, why should not all farm implements be placed on the free list?

Charles Phillips, Hall-Dent (Canada), Limited, glove manufacturers, said that, should the tariff be lowered, it would be inadvisable for them to operate plants in both Canada and the United States, and they would therefore close their Canadian plant.

Wm. R. Yendall, Richards-Wilcox Canadian Co., Limited, manufacturers of heavy hardware, said their plant would never have been established in Canada had it not been for tariff protection. If the tariff was reduced they would be obliged to discontinue operations.

Charles McKerlie, factory employee, speaking for himself, declared that there should be a tariff just high enough to encourage industry and at the same time to prevent monopoly.

C. H. Ivey appeared on behalf of five companies making plumbers' and steamfitters' supplies and brass castings, and appealed for a continuance of the present tariff.

R. K. McIntosh, manager of Battle Creek Toasted Corn Flake Co., Limited, London, appeared to advocate a retention of the present prevailing rate of duties.

Robert Greene, Greene-Swift, Limited, manufacturers of men's and boys' clothing advocated a change in fiscal policy. He believed the Government should get the revenue from goods that could be manufactured at home, keeping out corresponding lines and letting all goods, when ready for sale, pay the tax or toll to the Government.

W. M. Gartshore, McClary Mfg. Co., appeared on behalf of the manufacturers of enamelled ware and tinware, and read a lengthy memorandum on conditions in the industry, in which the protective principle was supported.



London From the Sky

An aeroplane photo looking north-east from about the centre of the city

WINDSOR.

Nov. 30.—The inquiry opened in the rooms of the Border Chamber of Commerce at 10 a.m. M. H. Swatman, tobacco grower and general farmer, Leamington, was the first witness. His contention was that the five cents per pound excise duty on Canadian leaf being used by the Canadian manufacturers be removed and a higher import duty be put on the imported leaf, which would bring the Government the same amount of revenue it is getting now and would further protect the Canadian tobacco growers.

John Caughill, tobacco grower, gave figures to show that whereas Ontario produced 13,000,000 lbs. in 1919, 24,000,000 lbs. was imported from American growers. He felt that if there was a duty equal to the American duty of $1.00 a pound, it would prohibit American tobacco from coming in in such large quantities and would improve the industry in Canada.

Judson Scratch, farmer, said that he had gone out of tobacco growing because he had not found it a paying proposition. He found that general farming paid better. He declared that protection on hogs was proving a benefit. The farmer was getting protection and the manufacturer should be allowed to get protection.

Delbert McNaughton, grain farmer, contended that as other industries got their machinery free of duty, the farmer should get his implements free.

F. Maclure Sclanders, Industrial Commissioner for the Border Cities, presented a general brief on behalf of the Border Chamber of Commerce. This emphasized the fact that the astonishing development of the district was explained by the number of industries which had located there as the definite and direct result of the tariff.

V. A. Clemen, Fisher Body Co., stated that, if they did not get the adequate protection they were now receiving, they would be forced out of business.

W. P. Shillington, Studebaker Corporation, said that they were in Canada purely because of the tariff and, if there was no tariff, there would be no advantage in being in Canada.

W. M. Grant, Parke Davis Co., a branch of the American company located in Detroit, also said that they were in Canada because of the tariff and that, if the tariff was taken off or materially interfered with, they would close their Canadian plant.

Col. W. L. McGregor, Ideal Fence & Spring Co., stated that they had carried on business since 1902 but that without protection it would be impossible for them to manufacture for the Canadian market.

Howard E. Blood, Canadian Products,

Limited, said that the duty on their products was the only consideration that influenced their company to put a manufacturing plant in Canada and that, if it were not for protection, they would have to abandon their plant.

Wallace Campbell, Brunner-Mond Canada, Limited, narrated the steps taken to establish their soda ash industry in Canada. Unaided by a tariff, he said, the industry could not hope to compete with outside industries. It was also doubtful whether the present duty of 3/10 of a cent per pound was sufficient.

The Automobile Industry.

W. R. Campbell, secretary and assistant general manager, Ford Motor Co. of Canada, Limited, said that the motor industry believed the present margin of protection should be continued. Mr. Campbell answered certain criticisms that had been made by witnesses appearing before the Commission with regard to Ford cars.

Dr. W. F. Parke, mayor of Amherstburg, told of the progress of Amherstburg which he attributed to the tariff.

Mr. Cudy, manager Imperial Bank, Amherstburg, showed how conditions had improved since the Brunner-Mond Co. had located there.

Dr. Doyle, mayor of Essex, asked for a continuance of protection for the industries of the town.

J. F. Taylor, Essex, a business man, said that if the industries did not get protection it would be a great handicap to the town.

R. D. Porter, farmer, Essex, spoke in favor of the home market, saying that he believed industries needed a little protection to make them successful.

L. F. Bedd, president Essex Tractor Co., said that all they expected was moderate protection to enable them to open up their own market. The present condition under which tractors having a value less than $1,400 were admitted free, was prohibitive to them.

F. A. Hough, lawyer, Amherstburg, gave evidence to show how land values had increased in the neighborhood.

W. S. Falls, banker, Amherstburg, also gave evidence to prove how real estate values had increased following the establishment of the Brunner-Mond plant.

M. G. Kelsey, president Kelsey Wheel Co., said they had located in Canada to save their customers a part of the duty.

Owed Origin to Tariff.

Major Taylor, sales manager Hayes Wheel Co. of Canada, Limited, Chatham, placed before the Commission the general case for all the industries of Canada. Most of the industries, he explained, were branches of American concerns and owed their origin and continued existence to the tariff.

J. N. Cooper, employee, Brunner-Mond Co., Amherstburg, said there had been a wonderful improvement in labor conditions in Amherstburg and stated that he had been given to understand the company would be compelled to shut down were it not for the small duty on its products.

Wm. Nesbitt, mayor of Sarnia, gave information about the progress of Sarnia.

Roderick Macdonald, tobacco grower, Kent County, said that if the growers got a fair deal in the duty, it would improve their position very much.

Alexander James appeared for the tobacco growers of Kent County and maintained that if the duty on tobacco coming in from the United States was the same as that on Canadian tobacco going into the U.S., it would be a great benefit to Canadian growers.

TORONTO

Dec. 1.—The Commission opened its Toronto hearings in the council chamber, City Hall, at 10 a.m. Thomas L. Church, mayor of Toronto, welcomed the commissioners, and gave information about the industrial development of the city. He declared that he hoped the Government would see to it that the tariff was not impaired.

John R. Shaw, Canada Furniture Manufacturers, Woodstock, chairman Ontario Division, C.M.A., presented a statement on behalf of the manufacturers of the province. This gave statistics of the industrial growth of Ontario, and showed also the extent and prosperity of the agricultural industry. It concluded with a request that nothing should be done to disturb the fiscal system which had brought the country so far in safety and prosperity.

Case For Manufacturers.

T. A. Hollinrake, chairman Toronto Branch, C.M.A., appeared on behalf of the manufacturers of Toronto, and gave information about the industries of the city, urging that, so far as the welfare of Toronto was concerned, there should be no departure from the policy of protecting and encouraging the national development of the country, which had been the fundamental principle of the country's fiscal arrangements for over forty years.

W. F. Maclean, M.P., appeared as a newspaper publisher, and complained about the price of newsprint paper. He contended that, in the light of experience, the manufacturers were not entitled to a continuance of the duty.

T. W. Duggan, business man, Brampton, said that they had built up their town by the help of a reasonable tariff, and all they asked was a continuance of the fiscal stability that would enable them to develop their business, free from the feeling that some earthquake might upset everything.

James R. Follis, farmer, Brampton, told of the industries of Brampton, and said he was anxious that these industries should be kept going. He stated that the farmers were well satisfied with conditions.

A. R. Hewitson, J. W. Hewitson Co., shoe manufacturers, secretary Brampton Board of Trade, said they had twelve industries in Brampton, the majority of them small, but all working under the protective tariff. Were they not thus protected, they would simply disappear.

Industries of Woodstock.

Harry Sykes, secretary Woodstock Manufacturers Association and Woodstock Board of Trade, told of the extent of manufacturing in Woodstock, and enumerated reasons why protection was necessary to their continued success.

W. A. Richardson appeared on behalf of the manufacturing industries of Peterborough, and made a verbal statement, urging that a reasonable protective tariff should be maintained.

Mr. Tooms, M.P.P., Peterborough, said he had been requested by a number of people to come and express the opinion that they were against a high tariff. They favored a low tariff, but not a protective tariff that would destroy fair and honest competition.

Thomas J. White, wholesale hardware, Collingwood, appeared on behalf of the Collingwood Chamber of Commerce, and stated the view that protection was necessary for local industries.

Robert J. Kirk, minority shareholder in the Auburn Woollen Mills, Peterborough, complained that, while, as a workman, he was in favor of protection, he thought protection had been abused.

B. L. McLean, mayor of Lindsay, introduced a small delegation from that town.

Wm. Flavelle, cold storage, Lindsay, said that, while Lindsay was not an industrial town, strictly speaking, they were tremendously interested in the industries they had, and believed that these industries would have left them had they not had some support.

Thomas Hickson, farmer, Lindsay, said that the farmers in the locality were well satisfied with the results of the last few years. "If we kill our manufacturers, we certainly kill our towns, and, if we kill our towns, we certainly hurt ourselves as farmers."

John Carew, lumberman, farmer, etc., Lindsay, told how of all his operations, which included sawmills, box factory, planing mill, steamboats and farms, the farming end was the best paying proposition to-day.

Free Trade a Mistake.

James Boxall, merchant, Lindsay, said he believed that Canada needed a limited amount of protection, and that it would be a great mistake to turn over to a policy of free trade.

J. C. Stewart, wire products, Milton, said the town was flourishing, merchants and farmers being fairly prosperous. His own business absolutely needed a protective tariff.

F. A. Harley, knitting machines, Georgetown, told of the growth of the town, which was due largely to the tariff, and said they did not wish to see any disturbance of it. He made a special plea for the knitting industry, claiming that machines and accessories were not sufficiently protected to bring about development of the industry.

R. J. Creelman, Creelman Bros., manufacturers of knitting machinery, Georgetown, presented a short statement, corroborating the evidence of Mr. Harley.

Joseph Beaumont, woollen manufacturer, Glen Williams, described the operations of his industry, and asked for continued protection.

George Oakley appeared on behalf of the cut stone contractors who are members of the Toronto Builders' Exchange and the Provincial Builders' Exchange of Ontario. He gave statistics of the industry, and gave reasons for asking for the maintenance of adequate protection.

Thomas Wood, journeyman stonecutter, appeared as a representative of the working-men's side of the industry, and asked that no reduction be made in the tariff on building-stone, finished, or semi-finished, that may be shipped into Canada.

Stonecutters' Views.

Douglas S. Robertson, stonecutter, said he would like to see the duty on rough blocks taken right off. If stone was allowed to come in, in the rough, there would be more work for the stonecutters.

F. J. Bailes, acting president Oshawa Board of Trade, presented a statement, on behalf of the manufacturers of Oshawa, in which it was shown that the growth of the town was due to the operation of the customs tariff.

H. Fullerton, manufacturer of cocoa door mattings and jute carpets, Cobourg, answered a series of questions regarding his industry, which showed that, with depreciated exchange, he was getting no protection at all.

A. R. Dundas, representing the business men of Cobourg, said that they were benefitting from the presence of the factories in the town, and would not have got them had it not been for the tariff.

C. E. Rehder, Bowmanville Foundry Co., Limited, Bowmanville, told of the operations of the company, and said they would not be making several of their lines had it not been for the tariff.

H. L. Quinn, mayor of Bowmanville, said that it was absolutely essential that the industries of the town be protected.

N. L. Martin, chartered accountant, Toronto, appeared on behalf of the glass trade, and asked for an opportunity later on to make representation in favor of retaining the tariff on glass as at present.

A. L. Lewis, Toronto, presented a statement on behalf of the United Typothetae of Toronto, stating that the printing industry had been wonderfully developed through tariff protection, and that the retention of the tariff was absolutely necessary if the business was to continue to prosper. Some changes in the tariff looking towards more effective protection were suggested.

Second Day.

Dec. 2. J. Sinclair, manager Barrie Tanning Co., Limited, speaking on behalf of the business interests of the town, declared that they wanted no change in the present tariff.

C. E. Steele, president Natural Gas and Petroleum Association of Canada, asked that the duty be removed from such classes of equipment used by these industries as were either not manufactured in Canada or were manufactured on such a limited and unsatisfactory scale as to render them practically unavailable.

F. M. Kimbark, Toronto Typothetae, filed a statement suggesting certain changes in the tariff on books and printed matter.

S. R. Parsons, British American Oil Co., Limited, appeared on behalf of the chief oil refiners of Canada, and gave a comprehensive review of the industry, submitting in conclusion that any reduction in the tariff affecting their products would be unjust to those who have invested many millions in refineries and distributing stations in Canada.

H. M. Grinstick, president Canadian Piano and Organ Manufacturers' Association, appeared to present the views of the industry on the tariff and on the luxury tax. He went into great detail and declared that tariff protection was never more necessary than at present to the security and welfare of the industry.

H. A. Mason read brief on behalf of the Association, protesting against the luxury tax.

C. R. Morrison, president Canadian piano and phonograph workers, told of the danger to the workers through unemployment as a result of the luxury tax.

M. J. Cowley, vice-president Canadian Federation of Labor, pointed out that, if the tariff was lowered on pianos, the workers could not live in the social status they were at present enjoying. They were very jealous of their position socially, and he thought they were entitled to consideration as members of the working class.

E. C. Scythes appeared on behalf of the manufacturers of phonographs, and presented a brief asking for the removal of the luxury tax.

Effect on Real Estate.

Frank McLaughlin, manager real estate department, Chartered Trust and Executor Co., Toronto, gave evidence to show how the abolition or reduction of the tariff would affect the real estate business and real estate owners in the city.

W. F. Maclean, M.P., appeared again, to answer statements made in a telegram from A. L. Dawe, secretary Canadian Pulp and Paper Association.

A. W. Mercer, mayor of Galt, put in a statement on behalf of the industries of Waterloo County. This was intended to show that the presence of many widely diversified industries, distributed over the whole county, was not only to the advantage of the individuals connected with the industries, but also to all other inhabitants, and that the location of such a highly industrialized area favorably influenced the development of agricultural industry. The great majority of the people in Waterloo County believed that the chief reason for the presence of these industries in Waterloo County was the customs tariff.

Mayor Eden, Kitchener, supported the general statement for Waterloo County, and referred to the growth of Kitchener.

W. C. Shaw, farmer, Hespeler, said that farmers realized the benefit of industries to themselves as farmers, and would not like to see the protective tariff reduced in such a way as to hamper industries.

William Hortop, cloth finisher, Hespeler, said that as wage-earners they were interested in the tariff, and wanted to see manufacturing going on in the town.

James Webb, wage-earner, Galt, said that he believed in the tariff because it gave the workingman a good market for his labor.

Result of the Tariff.

C. J. Moassel, Canadian Blower and Forge Co., Kitchener, told how that industry had been established as a direct result of the tariff.

O. H. Hughes, representing the organized labor of Kitchener, said that practically all organized labor wanted the protective tariff kept on.

P. Wurstine, employee Goldie, McCulloch Co., Galt, supported the view that the tariff was necessary to the welfare of the wage-earner.

R. Smythe, merchant, Kitchener, told of the prosperity of the city, and said they only wanted to see conditions maintained.

John Fraser, merchant, Galt, said that he represented the merchants of Galt, who unanimously sent him down to say that they did not want any revision of the tariff or change in the dumping clause.

J. E. Ferguson presented a statement on behalf of the furniture manufacturers of Canada, in which the request was made that the same measure of protection as prevailed in the past should be maintained.

Charles S. Cobb, honorary treasurer of the Royal Architectural Institute of Canada, asked for a revision of the tariff on architectural work coming into Canada, so that more protection would be accorded to Canadian architects.

A. N. W. Clare, Preston, presented a statement on behalf of the manufacturers of stoves and furnaces, which reviewed the extent of the industry, and

declared that the maintenance of the present tariff was a vital necessity.

E. C. Drury, Premier of Ontario, appeared to present certain reasons why he thought there should be a material lowering of the tariff.

Third Day.

Dec. 3.—T. W. Learie, W. R. Johnston Co., Toronto, presented a memorandum on behalf of the manufacturers of men's and boys' clothing in Toronto and district, which gave statistics of the industry and demonstrated the importance of protection to its welfare.

A. A. Powers, president Farmers' Co-operative Co., gave evidence along the line of showing that farming was relatively unprofitable, and that a lowering of the tariff would be an advantage.

Mrs. G. B. Brodie, Canadian housewife and mother, claimed that the tariff made possible combines, which were responsible for high prices. "We believe that protection as we have it now is not to build up industry or secure revenue, but to enable immense private fortunes to be amassed. The man who became a millionaire is a legalized robber."

Mrs. C. B. Sissons, housewife and mother, said she believed that the tariff struck at the home and gave a number of examples purporting to support this view.

Miss Agnes C. McPhail appeared on behalf of the United Farm Women of Ontario, emphasized the importance of agriculture, pointed out its drawbacks and attempted to lay the blame on the protective tariff, which she declared did nothing but create millionaires.

R. W. Burnaby, president United Farmers of Ontario, replied to certain arguments advanced by protectionists and contended that Canada would be better off financially to bonus off all employees in certain industries than to pay the excess prices on account of tariff protection. He supported the statement of the Canadian Council of Agriculture.

J. J. Morrison, secretary United Farmers of Ontario, spoke along similar lines, declaring that no other industry was asked to carry so heavy a load as agriculture. He contended that the remuneration to agriculture should be raised to such a level that people would fly back to the land. To achieve this he proposed to lessen the cost of production by lowering the tariff and the cost of distribution by co-operation.

W. L. Smith, farmer, Orono, replied to several of the protective arguments, and asked that nothing should be done in the way of retaliating tariffs to injure the farmers' market in the United States.

L. A. Hamilton, farmer, Oakville, told how farm values had increased in that district and how returns from fruit-growing had expanded. He declared that the time had come for an increase in the tariff.

F. S. Reeves, Humber Bay, appeared on behalf of the Ontario Vegetable Growers' Association, and said that they were simply asking that the tariff on their produce be left as it was.

Thomas Delworth also appeared for the Ontario Vegetable Growers' Association and asked that the tariff remain as it was, as their business had been built up under the protection it afforded.



City Hall, Toronto

Where the Hearings of the Tariff Commission Took Place, Dec. 1-6

George B. Hellerman, Waterford, filed a statement showing the importation of blackberries, gooseberries and raspberries.

J. E. Brethour, Burford, appeared at the request of the Canadian Swine Breeders' Association and stated that the bacon industry in Canada would be in a most precarious position if the present protection were removed.

Robert J. Kirk appeared on behalf of the British Imperial Association of Earlscourt and said that he had come to the conclusion that whatever feeling there was against the tariff was caused by the abuse of it. He declared that the manufacturing industry was the second line of defense for the country.

Fourth Day.

Dec. 4.—E. C. Fox, William Davies Co., Limited, Toronto, presented a memorandum prepared by the Industrial and Development Council of Canadian Meat Packers, which reviewed the situation as regards quarantine regulation and duties on the importation of live animals, meat and meat products, and declared that "unless the farmer can assure himself that the removal of the quarantine and duties will result in expansion of this great national asset (the livestock industry), it would be disastrous from a national standpoint to interfere with the present policy."

James Harris, Harris Abattoir Co., Toronto, answered questions regarding the relative prices of cattle in the United States and Canada.

W. R. Drynan, Dominion Canners Limited, appeared for the canners of fruits and vegetables and enumerated reasons why a lowering of the tariff would seriously affect the canning industry.

J. Laing Stocks, canner, Northcote, Ontario, supported the statement presented by Mr. Drynan.

D. W. Robb appeared for the manufacturers of steam engines, air compressors, steam pumps, steam boilers and other allied lines of manufacture, and stated that they were unanimous in their opinion that under existing conditions in Canada, the present customs tariff on their products was as low as it could be made and still serve national interests. Mr. Robb also read a statement on behalf of the manufacturers of marine equipment for steamships, which asked for the repeal of the drawback on imported materials and equipment when used in the construction of ships. A statement was also presented by Mr. Robb on behalf of the manufacturers of steam and gas tractors, threshing machines, etc., asking that the order-in-council admitting tractors valued at not more than $1,400 duty free be reconsidered and rescinded.

J. H. Eaton, president board of trade, Orillia, handed in a resolution of the board which expressed the opinion that it would be a grave mistake, fraught with serious consequences, to make any material reduction in the customs tariff now in force on articles such as can with advantage be manufactured in Canada.

Miss M. Wright, milliner, Toronto, appeared to object to the luxury tax on millinery.

F. L. Storey presented a brief on behalf of the manufacturers of malleable iron in support of the continuance of the present rate of duty on malleable iron.

T. F. Moneypenny, Toronto, appeared on behalf of the manufacturers of paints and varnishes and urged the retention of tariff protection.

A. Deichelmann, the Ansco Co., asked that the duty on their products coming into Canada be reduced to fifteen per

cent., which he claimed would give ample protection to Canadian manufacturers and at the same time prevent a monopoly.

Sir James Woods appeared in the interests of the York Mills Knitting Co., and asked that a duty be placed on yarn imported for hosiery manufacture, which is now free, and that the duty be increased on light weight fabrics.

J. F. Heffron, Macbeth-Evans Glass Co., Limited, Toronto, appeared on behalf of the electrical fixture manufacturers, jobbers and dealers, and pointed out certain difficulties in connection with the sales tax.

Harold Venning, Lowe, Donald & Co., Toronto, dealt with the sales tax as affecting the business of the merchant tailor.

J. P. Richards, Richards Glass Co., Limited, manufacturers of chemical and scientific glass, asked for the removal of the duty on glass tubing which was their raw material, on the ground that their finished product had no protection.

E. B. Walker, Toronto, on behalf of his wife, a milliner, dealt with the luxury and sales taxes.

W. A. Douglas, Toronto, single tax advocate, presented a brief in favor of free trade.

Dec. 6.—Vincent Massey, secretary Massey-Harris Co., Limited, presented a supplementary statement on behalf of the company in which replies were made to certain criticisms of the company's previous statement.

Thomas Delworth, vegetable grower, Weston, appeared again and gave evidence regarding prices at which vegetables were sold.

C. J. Bodley, secretary, presented a statement on behalf of the confectionery, biscuit and chocolate manufacturers, which reviewed the industry and asked for a continuation of the tariff.

J. Allan Ross, general manager, Wm. Wrigley, Jr., Co., Limited, of Canada, dealt with the chewing gum industry and showed how his company had been established as a result of protection and how protection was necessary to its continued success.

A. T. Reid, A. T. Reid Co., Toronto, appeared for the manufacturers of dresses, waists, whitewear, etc., in Toronto, and asked that present tariff rates be not changed.

John O'Connor, general manager, Murray-Kay Co., Limited, appeared to enter a protest against the luxury tax.

Frank A. Rolph, Toronto, appeared on behalf of the lithographers of Canada and asked that certain changes be made in the tariff in order to give more effective protection.

F. J. Betharriell, Glasscoat Sewerpipe & Conduits, Limited, asked that the duty on conduits and segmental sewer blocks of glazed clayware be changed to a specific duty of $8 per ton on conduits and $6 per ton on segmental sewer blocks.

E. J. Davis, Newmarket, made representations on behalf of the Tanners' Association of Canada and asked that the tariff be left as it was.

H. P. Moore, publisher *Free Press*, Acton, presented a resolution passed by the municipal council which declared its conviction that no downward revision of the tariff should be made which would cause curtailment of industrial operation.

Alfred Beardmore supported the brief submitted by Mr. Davis.

Charles M. Thompson, manager Brantford Roofing Co., Limited, put in a statement regarding the prepared roofing industry in Canada, which declared that the protective tariff had been the primary factor in the development of the industry.

H. S. McAdam, Standard Meter Co., Limited, Toronto, on behalf of the manufacturers of gas meters, asked that protection be continued.

J. B. McNeary, Canadian Meter Co., Limited, Hamilton, supported Mr. McAdam.

F. T. Bain, Dowswell, Lees Co., of Hamilton, dealt with the prices of washing machines in Canada.

B. Neilly, secretary Ontario Mining Association, suggested lowering the duties on machinery and supplies imported, of necessity, from foreign countries, but added, "we are inclined to leave with you the problem of finding the critical point of Canada's advantage with respect to the duties to be imposed on the industry's foreign needs."

Dr. C. T. Currelly, representing the Royal Society of Canada, the Royal Academy of Canada and the Royal Institute of Architects, asked that all art objects that are 100 years of age be admitted duty free.

Lionel Davis, Continental Publishing Co., appeared on behalf of the publishers of magazines and asked for some protection, suggesting a specific duty of at least six cents per pound on all American magazines coming in by mail, freight or express, or an *ad valorem* duty of 25 per cent.

George Murray, recorder, Toronto, Typographical Union, No. 91, presented a statement asking that the Government require an imprint showing the country of origin on all printed matter coming into Canada.

William Sullivan, business agent Local No. 28, International Brotherhood of Bookbinders and Bindery Women Workers, besought the Commission to maintain the present tariff.



In the Heart of Toronto

Scene at the Corner of King and Yonge Streets, Showing Royal Bank, C.P.R. and Bank of Hamilton Bldgs. on the right and Dominion Bank Bldg. on the left

H. J. Caulfield, Caulfield, Burns & Gibson, Toronto, dealt with the luxury tax.

W. H. Law, Weir Specialty Co., Limited, Toronto, submitted that the duty on flavoring extracts from England was too high, and claimed that a duty of 30 per cent. ad valorem would be ample for the protection of home industries.

KINGSTON

Dec. 20.—The inquiry was resumed at the City Hall at 11 a.m. J. M. Campbell, president board of trade, presented a statement on behalf of the board and of local industrial interests. This indicated that the board did not wish to be interpreted as suggesting that the present tariff ought to be continued in all instances, but it did endorse the principle of adequate tariff protection and asked that the policy be observed as the guiding principle of the tariff revision.

W. K. McNee, secretary board of trade, presented a resolution passed at a largely attended meeting of the board on November 29th, endorsing the principle of protection.

C. A. Eaton, manager director, Canada Cutlery Co., Limited, told of the steps taken to establish his industry in Canada and asked that the tariff be increased on pocket knives.

W. G. Meakins, representing the Ontario brush manufacturers, showed how the protective tariff had built up the brush manufacturing industry and asked for an increase in the tariff on brushes.

Mr. Stephens, Stephens-Hepner Co., supported Mr. Meakins.

Mr. Townsend, Frontenac Floor & Wall Tile Co., told of the revival of the tile industry in Kingston and said they wanted to be sure not to lose the present protection.

Discussed Binder Twine.

J. L. Haycock, representing the United Farmers of Lennox and Addington, appeared to discuss binder twine. He claimed that the facts proved that the removal of the duty on binder twine did not close a single mill in Canada, but that, on the contrary, protection induced and enabled the formation of a merger which closed all the mills in Canada excepting two. He claimed further that the facts proved that there was more binder twine manufactured in Canada under free trade than there was under protection.

Major R. D. Ponton, alderman, Belleville, appeared on behalf of the citizens of Belleville. He declared that instead of free trade, they wanted fair trade and safe trade.

W. C. Springer, president Springer Lock Co., Belleville, presented a memorandum, which was read for him by Major Ponton. It emphasized the fact that, without the protective tariff, the establishment of industries in Belleville would not have taken place.

H. Saunders, manager Belleville Hardware Co., answered questions about the lock manufacturing industry and said that if the tariff was lowered, it would be very injurious to the lock manufacturers.

W. W. Anderson appeared on behalf of the agriculturalists of Prince Edward County. He stated that the majority of the agriculturalists wanted a protective tariff in order to stimulate the market.

George E. Foster appeared for the Trades and Labor Council of Belleville and district, and stated that the council wished to go on record as desiring a protective tariff and that the tariff question be removed from politics.

J. O. Herity, secretary Belleville Chamber of Commerce, presented a resolution passed by the directors of the Chamber which declared that any successful attempt to bring about a radical reduction in the customs tariff would be most disastrous to the business interests of the country. Mr. Herity also presented a statement from Jamieson Bone, president of the Chamber, emphasizing the resolution.

Frank J. Hoag, president Retail Merchants Association of Kingston, thanked the Government, through the Commission, for the removal of the luxury tax.

W. C. Phillips, Frontenac Moulding & Glass Co., Kingston, told of the operations of his company and asked for continued protection.

A. C. Lingham, R. H. Toye & Co., fruit importers, criticized the statement of the British Columbia fruit growers that, if the duty on apples was removed, Canada would be a dumping ground for United States apples. He claimed that this was incorrect, because there was no market in Canada for cheap grades.

W. W. Sands, secretary Kingston Industries Committee, said that the principal thing in getting industries to locate in Canada was the tariff.

R. J. Vair appeared on behalf of the United Farmers of Frontenac, and argued for a reduction in the tariff.

James W. Bell, secretary United Farmers of Frontenac, supported the position taken by Mr. Vair.

J. L. F. Sproule, president United Farmers of Frontenac, also supported the organized farmers' position.

Wm. Baxter, for the Trades & Labor Council of Kingston, asked for protection for labor against the importation of foreign labor.

OTTAWA.

Jan. 3.—The inquiry was opened in the Caucus Room, House of Commons, at 10 a.m. R. L. Phillips, Phillips & Pringle, Fredericton, dealers in automobile accessories, appeared to complain that the distribution and sale of automobile assessories in Canada was being unduly restricted.

C. D. Richards, barrister, Fredericton, supported Mr. Phillips in his contentions.

D'Arcy Scott, K.C., on behalf of the National Dairy Council, presented a resolution passed by that body on October 14, 1919, which expressed disapproval of the present high customs duty on glass bottles, tinware, dairy utensils, machinery, etc., used in the dairy industry, and asked for the abolition of, or at least a substantial reduction in, such duty.

Makes Allegation.

E. H. Stenhouse, president National Dairy Council, supported the resolution, alleging that the Canadian manufacturer added to his price the duty, exchange and transportation charges to bring it up to a parity with the price of the imported article.

John Bingham, vice-president and managing director, Ottawa Dairy Co., endorsed what Mr. Stenhouse had said.

James Donaldson spoke along similar lines on behalf of the cheese and butter interests. He stated, however, that the country must have a tariff for revenue.

D'Arcy Scott, K.C., appeared again to point out that oleomargarine was admitted free, and in addition manufacturers of oleomargarine in this country were given drawbacks on the raw materials entering into its manufacture. In view of this he thought that dairymen should not have to pay duty on machinery used in making butter.

J. E. Walsh, general manager C.M.A., corrected certain prices on dairy machinery that had been given by previous speakers.

Labor's Statement.

Tom Moore, president Trades and Labor Congress of Canada, presented a brief on behalf of organized labor, which maintained that protection was needed both in the interests of the industries themselves and of the workers, and that the tariff should be taken out of politics by the creation of a Tariff Board, on which organized labor should have proper representation.

A. A. Magee, on behalf of the Anglo-Canadian Picture Plays, Limited, asked that motion picture films of British manufacture be admitted into Canada duty free under the British preferential tariff.

Lady Pope, representing the Daughters of the Empire, spoke in support of the application.

E. J. Chambers also spoke on behalf of the application, explaining how attempts had been made by the Germans to introduce propaganda through the movies.

R. C. Code, K.C., appeared on behalf of the Slate Products Co. of Canada and asked for an increase in the tariff from 17½ to 25 per cent. on crushed slate and slate slabs.

C. W. Jeffrey, manager Ottawa Truss and Surgical Manufacturing Co., Limited, asked for certain changes in the tariff on surgical appliances.

M. H. Staples, educational secretary, United Farmers of Ontario, presented a

(*Continued on page* 91.)

Where the Leaders Stand on the Tariff Issue

Views of the Premier, the Leader of the Liberal Opposition and the Leader of the Farmers' Party as Enunciated in Articles Written by each for Publication in Maclean's Magazine

MEIGHEN

OUR position on the tariff is clear—we stand for the protective principle. To those who, like Mr. Crerar, demand the abandonment of the protective principle, we answer "no." We answer "no" because in our judgment—and it has been the judgment of Canadian statesmen and public since 1878—the protective principle is necessary to this country. There is, indeed, no country in the world where its abandonment would be followed by disaster more swift or sure. The reason for this is clear. We have next door to us a nation which has followed protective principles for 131 years; a nation with the most powerful and highly organized industrial units in the world, and with a market of 105 millions. It is beyond imagination; it is contrary to common sense, that our own manufacturers, less rich, less powerful in organization, and with a market of less than ten millions, could compete under free trade conditions with those gigantic industries of the United States.

Still more manifest is it that with a protective tariff wall standing against the entrance of our goods to the United States, and every prospect of its continuance, if not of its elevation, the discarding of the protective principle on the part of Canada is a proposal scarcely admitting of debate. No responsible Government in this country would subject the industrial fabric of the Dominion to a menace of that kind; none will ever do it unless we vest power in men whose intellectual fidelity to economic theories outweighs their practical fidelity to their country.

Cannot Have High Tariff

This does not mean that we stand for high protection. Just as we answer "No" to those who urge the abandonment of the protective principle, so likewise do we reply to those who demand a high tariff or the effectual exclusion of outside competition. We cannot have a high tariff in this country. The Western prairies, which have to export most of their product, receive less immediate advantage from the adoption of the protective principle than does the rest of Canada. The Western prairies, on account of the geography of the country have to pay more than the usual rate of freight in getting their goods from other parts of Canada. That condition, emphasized in the early days of the Dominion, will right itself as time goes on and home production increases;

(*Continued on page* 64.)

KING

MR. MEIGHEN is striving to make the issue between the political parties in Canada one of Free Trade versus Protection. Were he in a position so to do, he would create an issue to his own liking. That the issue cannot be between Free Trade and Protection is clear from the fact that none of the political platforms now before the country, not even the platform of the Farmers' Party, demand free trade. The Liberal Party has no thought of tariff abolition. Its policy is one of tariff revision through reduction in the interests alike of producers and consumers. The Party believes that their fundamental interests are not conflicting, but are identical. All of us are consumers; all of us are, or ought to be, in the broad sense, producers, rendering some service to the community with hand or brain or both.

Downward Revision Necessary

We believe that the time has come, indeed that it is already long past, when a downward revision of the tariff is necessary. In this revision, we believe that the home and its needs should be a first consideration, that there should be substantial reductions of the duties on the necessaries of life; in other words, on those articles which go to make up the food, the clothing, the shelter of the Canadian people; that certain specific articles required for purposes of consumption, and other articles essential to production, should be free of duty altogether; and that, in regard to the implements of production in the basic industries of agriculture, mining, lumbering, and fishing, there should also be a substantial reduction and in some instances, a total elimination of duties.

Increased Production Needed

With all there has been of destruction during the period of the war, what is needed most to meet the scarcity and taxation which have ensued is increased production. If the basic industries, the key industries of Canada, are relieved as far as possible of taxation, if the instruments of production are made easier to obtain, if production is thereby cheapened and enlarged, these industries are benefited, and the whole community is benefited. Not only do secondary industries gain in the reduction in cost of

(*Continued on page* 93.)

CRERAR

CIRCUMSTANCES naturally brought the tariff to the forefront in all discussions of future policy by the farmers of the West. Selling as they do their products in the open markets of the world and buying in restricted markets, they feel its burdens more acutely than any other class. And nothing could or can to-day shake their conviction that the profits which would help to reconcile men to the climatic hardships of pioneer life on the western prairie have been seriously decreased by the toll taken by our protected manufacturers. My views and those of our organizations upon this subject are too well known to bear elaboration at any length, but one or two points I would like to emphasize.

We are quite unrepentant in our hostility to the existing tariff system. We believe that protection is morally wrong inasmuch as it permits a particular group of people to enrich itself at the expense of the rest. We deny that it is economically sound, holding that it has neither added to the aggregate wealth of the country nor improved the condition of labor. What is responsible for the disappointing growth of our population revealed at each census and for an annual exodus which reaches appalling dimensions for a new country, unless a wrong economic system? We believe that Canada like all other countries has certain basic capabilities; in our case they lie in the direction of the production of grain, livestock, lumber and minerals, and our greatest chances of permanent prosperity lie in concentrating upon those particular lines.

Artificial Industries

But the protectionist policy, which both the historic parties have sponsored and maintained since 1878, has loaded and weighed down these natural industries with the burden of sustaining a long string of secondary and artificial industries which are often merely of the fabricating type and are also often dependent on foreign countries for their raw material. These artificial industries have drained labor from the land and are largely responsible for the serious rural depopulation which is now visible.

As long as these protected industries have plentiful orders and can run full time, the workers in them can contrive an existence, but what is their lot when through adverse business conditions factories have to close down or reduce their staffs? Why are so many thou-

(*Continued on page* 93.)

How the National Association of Purchasing Agents Assists Canadian Industry

By J. L. CHARLESWORTH

THE purchasing agent for a firm that manufactures office supplies, answers the telephone; a fellow member of the National Association of Purchasing Agents was on the line.

"Have you any use for glue?" enquires the latter. "Yes, we do use a good deal," replies the purchasing agent.

"Well, the ———— Tire and Rubber Company have some they'd like to sell It's a by-product with them, you know."

"Thanks very much; I'll call them up."

He does so. The ———— Tire and Rubber Company send over a sample, which he finds to be better than the material he has been using. He buys a ton at four cents below the market price —a net saving to his firm of eighty dollars.

At a meeting of the Toronto branch of the National Association, a member happened to remark that he was finding a certain chemical product almost impossible to get. He had been buying it in large quantities from the United States, but the firm from whom he had been buying was no longer able to supply him. To his surprise, the purchasing agent of a large copper refinery informed him that the question of supplying this material was simple; the refinery had several tons of it lying on the scrap-heap.

The result is that this purchasing agent now buys one more thing in Canada, where he gets a lower price and quick delivery. The copper refinery has a profitable market for material that instead of being waste is now a by-product.

The National Association of Purchasing Agents is co-operative and educational in its aims. These two incidents may serve to illustrate the former phase of its work. The word "Educational" covers a variety of meanings, and can best be explained by a short account of the Association's history.

The Association's History

In the record of modern business one outstanding feature is the tendency to produce specialists. The salesman was an early result of this tendency, but his necessary counterpart, the purchasing agent, is a comparatively modern development. The maxim "well bought is half sold," followed in all its implications, leads to his profession, but up to a few years ago it had not been so followed. Now manufacturers are finding that costs must be carefully watched and the purchasing agent is one of the most important officials in many firms.

As the profession is modern, the organization of its members is also of recent growth. The National Association of Purchasing Agents was founded about four years ago in the United States. The Canadian group of the Association has been in existence almost two years.



E. G. Donegani

Purchasing Agent for Simmons, Limited, and President of the Purchasing Agents' Association of Montreal and District

In the spring of 1919 several purchasing agents of Canadian firms attended the Association's annual convention in Detroit. While there, they made the acquaintance of some officials of that body, and the question of forming a Canadian Association was discussed. In March, 1919, L. F. Boffey, the general secretary, visited Montreal, Ottawa and Toronto and organized branch associations in each city. In November, 1920, a branch was started in Hamilton, with thirty-four members.

In Montreal there are now eighty-three members. In Toronto, the membership has increased from twenty-two at the time the Association was organized, to eighty in January, 1921. It is probable that other branches will soon be formed, and that further increases will occur in the membership of branches already in existence.

In the Purchasing Agents' Association of Montreal and district, the president is E. G. Donegeni, of Simmons, Limited; T. P. Webster of the Dominion Textile Company is vice-president, and Thomson Robertson of Thos. Robertson & Company, Limited, is secretary. In Toronto, J. I. Nicholson of Gunns, Limited; Walter F. Dodd of the Canadian Kodak Company, Limited, and Geo. P. Beswick of Boynton & Williams are president, vice-president and secretary respectively. They were elected at the organization meeting in March, 1919, and were unanimously re-elected at the end of the first year, as were all the other officers. It might be mentioned that one unwritten rule of the Toronto Association forbids the withdrawal of any member from an office to which he has been elected.

The Membership Rule

Each branch of the Association has a constitution and by-laws suited to local conditions, but all subscribe to the National Association's by-laws, which take precedence of local regulations. One by-law of importance is that dealing with qualifications for membership. In it a purchasing agent is defined as "a person who purchases personal property of whatsoever kind or description for a commercial, manufacturing, industrial, transportation, scientific, educational or eleemosynary person, firm or corporation, or the Federal or Provincial Government, or a subdivision or department thereof; *provided, however, that no person having immediate charge or supervision of the sale of any of the above described property shall be eligible for membership.*"

The reason for the italicized clause is that there are many salesmen who make an occasional purchase for their firms, and would be willing to use that fact as a means of admission to a society containing many influential customers. To admit to membership people who are really more interested in selling would defeat the object for which the Association was formed, and the membership rule is wisely framed to exclude them. It does not, however, prevent a purchasing agent from disposing of scrap material, surplus raw stock or by-products for his employer. The matters discussed at meetings of the Association are seen from the buyer's point of view, and a better exchange of ideas is possible than there would be if salesmen were also present.

Work of Toronto Branch

In all branches of the Association the procedure is similar and the work of the Toronto branch may be taken as typical of the whole. In Toronto, monthly meetings are held in the Board of Trade rooms, where the programme is a dinner, followed by an address by some prominent authority on a subject closely connected

with the profession. One of the noteworthy addresses of the past year was a lecture on "Contracts," by Thos. W. Phelan, of the legal firm of Robinette, Godfrey, Phelan & Lawson. This subject is one to which purchasing agents and business men in general are paying a great deal of attention at the present time, and further reference will be made to it in the course of this article.

Following the address there is a general discussion and reports from committees are read. Of these committees possibly the most valuable are the commodity committees, which deserve a few paragraphs of explanation.

It is obvious that no one man can keep fully abreast of market conditions in all commodities. The purchasing agent for a shoe manufacturing firm will be an authority on the leather market, while the representative of a foundry will know whatever is worth knowing about iron and steel. But, while their own particular lines are the places where they spend the largest amounts of money, they must also buy many other materials and in these they wish to get just as good value for every dollar they spend. To keep members in touch with all markets in which they buy, commodity committees have been formed and are justifying their existence. In Toronto there are ten of these committees keeping track of different commodities as shown in the following table:—

Foundry articles and machine tools; chairman, W. E. K. Wedd, Canadian General Electric Company.

Lumber, wood, piling, ties, etc.; chairman, H. Doyle, Office Specialty Co.

Fuel; chairman, R. W. Sedgewick, Standard Chemical Co.

Leather; chairman, F. S. Hall, Beardmore & Co.

Non-Ferrous Metals; chairman, W. C. Burch, Toronto Hydro-Electric Co.

Paper; chairman, A. H. Goodenow, United Typewriter Co.

Rubber; chairman, E. B. Ross, Dunlop Tire & Rubber Co.

Steel; chairman, C. S. Webber, Page-Hersey Co.

Textiles; chairman, C. S. Newton, Toronto Carpet Co.

Sand, stone, cement; chairman, J. S. Cole, Toronto Harbour Commission.

At the monthly meeting each commodity committee presents a report on price movement and prospects for the future in the market with which it is concerned. Questions on any particular material can be asked and the whole situation thoroughly talked over. At any time in the month any purchasing agent who wishes to get information about some commodity with which he is unfamiliar can ring up a fellow-member of the Association and get the latest facts obtainable. This service alone would appear to be "worth the price of admission."

The educational and co-operative work of the Association also takes the form of discussing purchasing routine and methods with a view to improvement, promoting better standardized specifications, classifications, etc., and fostering, in the words of the constitution, whatever else may be deemed proper and advisable to secure the advance of purchasing to a higher level and the individual betterment of its members."

In the last category comes the matter of contracts, to which reference has already been made. Since the war there has been much cancelling of orders both in Canada and the United States. Fortunately, in this country the evil has not reached such proportions as in the United States, and the N.A.P.A. is trying to discountenance the practice in both countries.

"Life's too short," said Major J. R. Bell, of Business Systems, Limited, and publicity man of the Toronto branch, "to make an absolutely legal contract over every order. What we want to do is to bring about a general understanding that no one is to make cancellations or accept them. If we can do that we will have done a great deal towards stabilizing business conditions, and incidentally we will gain an enormous advantage over the United States."

The N.A.P.A. is now waging a determined campaign against the cancellation evil, and a recent issue of the *Michigan Manufacturer and Financial Record* contains an outline of their attitude on the subject. The article is entitled: "The Cant about Cancellations," and is written by Elwood Sampson, National Chairman of the N.A.P.A. Public Relations Committee. In setting forth his idea of an unbreakable contract, Mr. Sampson says:—

"When a contract is drawn up giving the seller freedom from penalty or freedom from fulfilling the contract should there be strikes, fire or other causes beyond the seller's control, then exactly the same clauses must be inserted giving the buyer freedom from fulfilling his part of the contract when there are strikes, fire or other causes beyond his control.

"What is granted to the one must be granted to the other on exactly the same basis. When there is a nation-wide economic change in business in which the consumer withdraws from the market, as has occurred this year, this is something beyond the control of the buyer. Therefore, he is exercising his rights in the matter when he does not take out his contract under such conditions.

"If the seller does not desire to grant to the buyer freedom from specifying and taking out material under this condition, then the seller in turn must also agree to eliminate from the contract the freedom from having to make delivery when the causes are beyond his control.

"Another way in which this could be handled would be to have a certain specified penalty to be paid by either the buyer or the seller when either did not fulfil the terms of the contract regardless of whether or not the causes for failure were beyond the control of the offending party. Whatever course of action is pursued, the one thing to bear in mind is that the burden must be equal, the penalty must be equal and the exceptions for failure to fulfil the contract must be equal. Otherwise we shall not have a contract which is true in principle, and therefore unbreakable."

It will be noticed that the idea underlying the Association's attitude on the matter of contracts is fairness. They do



J. I. Nicholson

Gunns Limited

President, Purchasing Agents' Association of Toronto



T. P. Webster

Dominion Textile Company, Limited,

Vice-President, Purchasing Agents' Association of Montreal, and Second Vice-President of the National Association of Purchasing Agents, Representing the Canadian Associations on the Executive

not desire that a buyer should be granted any rights which are not balanced by equivalent rights on the seller's side of the bargain. In illustration of the conditions they are trying to remedy, Mr. Sampson describes two typical occurrences:—

"One firm," he says, "placed an order for material which had to be made up special to the customer's blue print and could not be used by any one else. The price, terms, delivery, etc., were agreed upon in advance, and lived up to. However, the next day after express shipment had been made, the buyer wired to cancel the order. When the shipment was received it was refused and returned to the maker. This was a clear case of contract repudiation and is most severely condemned as such.

A Typical Example

"On the other hand, a steel mill had a contract with a western customer for delivery at a schedule rate per month. It had failed to live up to the delivery specifications of the contract and was months behind. By this action it had forced the buyer to go out into the open market and procure large amounts of steel at considerably higher prices than the contract in order to keep the plant going. Then suddenly the mill started to make up all back deliveries and shipped six months' supply in one month's time. In so doing it disregarded entirely the customer's welfare, and when this customer was being forced to the verge of bankruptcy and requested the mill to hold up shipments, the seller immediately forgot about the immense monetary losses he had caused and was now causing his customer, and was very virtuous about the sanctity of the contract.

"This last is a typical example of the kind which has been so prevalent recently and which has been strongly condemned in this article.

"One of the fundamental principles of the common law of the land is that the plaintiff in any suit come into court with 'clean hands.' If he does not do this, his suit is thrown out. It is this very law which is keeping out of court so many of the loudest shouters about contract violations, because they know that their own records within the last two years will not permit any court in the land to maintain a suit in which they are the plaintiffs.

Fair Practice Advocated

"The National Association of Purchasing Agents stands for fair practise at all times to both buyer and seller. It stands for essential justice as opposed to rule-of-the-thumb justice. It is particularly opposed to high-handed methods on the part of the buyer, as is told in the first instance given above, or high-minded methods on the part of the seller, as is told in the second instance.

"During its four years of life the Association has been endeavoring to crystallize a nation-wide regard for fulfilling obligations. Its efforts have been directed almost entirely among its own members, as that is its prime duty. But it has also recognized that the buyer must be just as fair to his own company as to the source of supply, and therefore endeavor to consider every factor, then exercise the fairest judgment possible."

Another task which has attracted the attention of industry for several years has also come into the sphere of the N.A.P.A. That is the problem of standardization. The effort of the Standardization Committee in connection with catalogues have met with no small degree of success, and the same principles are now being applied to invoices and other items. For this work the Association is in co-operation with many other trade associations.

At present the Canadian Associations, while affiliated with each other through the head office of the N.A.P.A. in New York, are for all practical purposes distinct units. It is the opinion of many members that this separation is not altogether desirable and plans are now under way for bringing them closer together. The Canadian branches of the Association will hold a convention in Toronto on May 14th, and one of the principal subject to be discussed is this problem. All *bona fide* purchasing agents throughout Ontario and Quebec, whether members of the N.A.P.A. or not, will be welcome to attend, and it seems probable that the Canadian Association, if formed, will get off to a good start. Canadians have problems that do not affect members of the profession in the United States and they are untroubled by many conditions that annoy purchasing agents in that country. There is no doubt that Canadian problems can be solved more effectively if those Canadians who must study them are brought closer together.

Another feature of the May convention will be a joint meeting of the purchasing agents and leading executives. Members of the Association feel that the executives of their respective firms should know what such an organization can do to assist Canadian industries. It is thought that such a conference will prove of great mutual benefit to both classes, and accordingly an invitation to attend it will be extended to representatives of all branches of industry.

Those executives who take advantage of this opportunity may be confident that any time spent in this way will not be wasted. They will make the acquaintance of a group of men who are doing their best to advance modern industry by intensive cultivation of their own particular field. Acting, not from mercenary motives but from an honest pride in their profession, they have created a society whose aims are in harmony with all that makes for the improvement of industry in general. They are deserving of any encouragement or co-operation that others who have the same ideals may feel disposed to offer.

The Leaders on the Tariff Issue

MEIGHEN

(*Continued from page* 61.)

but while it exists, it is a strong reason why the tariff of the country must be kept as low as it can be kept with safety while serving the purpose that as a nation we must serve if we are going to prosper industrially or even exist as a substantial industrial factor among the nations of the world.

Consequently, the revision that we have under way, and which we propose bringing to Parliament this session, has for its purpose the fixing of schedules no higher than is necessary to retain well-conducted industries in this country, and makes it possible for them to grow in number and in product with the growth of Canada, and not such as to make it pay them to go elsewhere or just a few miles south and establish their works and workmen there.

We do not propose going any higher on any single line of articles, and as soon as any man in Parliament or out of it can show us that on any schedule there is a higher protective duty than is necessary to serve the purpose I have outlined, that schedule shall be revised.

I ask my readers if such a policy warrants the accusation—so frequently in the mouths of our enemies—that we are a Government of high protectionists?

The truth is that the tariff which presently exists is the lowest this country has had since 1878. Sir Wilfrid Laurier entered office in 1896, and the duties on dutiable goods averaged in the first fiscal year thereafter 29.22 per cent. When he left office, fifteen years later, they averaged 26 per cent. To-day, under the so-called protectionist Government they are running approximately 22.7 per cent. The Government of Sir Wilfrid Laurier required, even toward its close, an annual revenue of only 100 millions or thereabouts. The Government of to-day, because of war obligations and war consequences, requires 350 millions or more. Yet those who, describing themselves as supporters of a tariff for revenue only, supported a 28 per cent. tariff under Sir Wilfrid Laurier to raise a revenue of 100 millions, to-day denounce as high protectionists and as the friends of Big Business a Government which, although requiring a revenue of 350 millions, maintains a tariff of but 22.70 per cent.

Hydro-Electric Power Development in the Province of Nova Scotia*

By K. H. SMITH
Chief Engineer, Nova Scotia Power Commission

Nova Scotia has now in effect a system of power development similar to that in Ontario. In bringing about the desired legislation, an important part has been played by the Maritime Division, C.M.A. C.M.A. interest was first manifested in 1916, *when Mr. Smith was invited to address a meeting in Sydney. Subsequently close touch has been established between the office of the Commission and that of the C.M.A., while more recently Mr. R. H. Mackay, chairman of the Maritime Division, has become one of the three members of the Commission. It is hoped later on to publish an article on what is being accomplished along similar lines in New Brunswick.*

DURING the 1914 session of the Nova Scotia Legislature, discussions of several bills to incorporate private companies to develop water powers, revealed the fact that little or no definite information was available in regard to the amount of water power available in the province. These same discussions raised broader questions, involving the relationship of the public to the waters and water courses of the province. At this session, therefore—June 10th, 1914, to be exact—there was passed "An Act Respecting the Development of Water Powers within the Province," authorizing the appointment of a commission, not only to secure data in regard to the value and capacity of the water powers of the province, but also to formulate some general policy with respect to hydro-electric development.

The First Commission

The Commission subsequently appointed under this Act consisted of Hiram Donkin, Deputy Commissioner of Works and Mines, Chairman; W. G. Yorston, Assistant Road Commissioner; F. H. Sexton, Principal of the Nova Scotia Technical College, and A. S. Barnstead, Secretary of Industries and Immigration, Secretary. This Commission initiated negotiations with the Dominion Water Power Branch of the Interior Department at Ottawa, as a result of which the whole time of an experienced engineer of this department was made available for the province at the expense of the Dominion Government. Active investigations were begun early in 1915. Previous to this time, no actual measurements of water supply had been made in the province in such a manner, or covering a sufficient period, to be of real value. At the outset, therefore, every effort was made to get a system organized as rapidly as possible which would give these actual measurements of water supply which are the very foundation of all water power computations, and also serve in all problems involving the use of water for domestic or industrial purposes, or for navigation.

As the investigations proceeded, it became apparent beyond any shadow of doubt that Nova Scotia has comparatively large hydro-electric resources particularly suited to her needs. It has a large number of sites that are large enough to secure maximum economy in construction and operation, and yet not so large that the heavy initial capital expense involved precludes their immediate development for existing and growing power demands. While a number of the larger rivers of the province and a great many small sites have not yet been completely investigated, it is very conservatively estimated that the commercial capacity of the larger water power sites of the province is in the neighborhood of 300,000 h.p. All of these sites are so located, and of such a nature, that they may be developed under present-day conditions to supply energy at rates comparable with rates being charged in other parts of the country.

Contract prices in connection with the Margarets Bay Development of the Commission, now under construction, as mentioned hereafter, indicate that power may be generated from Nova Scotia water powers at one-third to one-half the cost of generating power under similar conditions by any other means available in the present state of the art of power generation. The present cost of generating power in the smaller towns of the province, where steam is used, can be reduced to about one-tenth of the present cost, and greater reliability of service assured. It should be carefully noted that these figures refer to the generation of power at the power house and not the rates to the consumers. Cost of distribution varies greatly with the character of the market, and a reduction of fifty per cent. in the cost of generation does not necessarily imply a similar reduction in the price to the consumer.

With this information available as to the physical capacity of the water powers of the province, it became absolutely essential that some steps should be taken to reconcile the interests of agriculture, of industrial and lumbering pursuits, and of the numerous riparian owners along the banks of the streams, in order that the development of these natural resources might be facilitated and carried out along proper engineering and economic lines. In 1918, therefore, an act was passed with a view to taking control of the waters and water courses of the province, while at the same time doing justice to riparian owners, and to those who were now or had used the water courses for one purpose or another. This act was repealed in 1919, and a new act substituted therefor. The new act was essentially the same as the original act of 1918 in principle. Briefly, it vested all water courses in the Crown, so that to-day all streams, lakes, ponds and water courses in general are the property of the people of the province as a whole, and are in somewhat the same position as the highways of the province. There are, however, provisions in the act safeguarding the rights of those who have already used water courses by way of water power development, sawmills, or for any other purpose, or have made provision to do so.

Public Enterprise Preferred

Having, therefore, cleared the ground, as it were, in regard to the rights and titles of water courses, the further question arose of how actual developments were to be carried on, either entirely by private initiative, or by some public body, organized along the lines of the Hydro-Electric Commission of the Province of Ontario. Apart from any argument as to fundamental principles underlying the development, ownership and operation of public utilities by private enterprise or some sort of public organization, there were certain peculiar conditions, physical and otherwise, in the Province of Nova Scotia, which rather indicated that the development of the water powers of the province by public enterprise in the great majority of cases was preferable.

In the first place, from an engineering and economic standpoint, it is highly desirable that the various water powers of the province should be linked together in a network of transmission lines which would supply the more important

* Part of the following article consists of extracts from an address delivered by Mr. Smith before the Union of Nova Scotia Municipalities and part of material supplied direct to Industrial Canada.





Two Views of the 10-Foot Pipe Line from Dam to Power House

On the left the picture looks down towards tidewater; on the right the view is reversed, being uphill from the power house

sections of the province with an adequate amount of electrical energy. Obviously, the inter-connection of a number of plants could more advantageously be carried out by a public body than by any private body or by a number of private corporations. It is also desirable, as power demands grow, that hydro-electric generating stations should be electrically connected with existing steam plants or plants which may be built at strategic points, utilizing the coal, oil, peat or other power-producing resources of the province, apart from water power.

Diversion of Water

In the second place, the necessity of extensive diversions of water from their natural courses, to derive the fullest benefit from the water powers of the province, as already mentioned, with all the riparian rights involved, can be more satisfactorily arranged by a public organization than by a private organization, even after everything possible had been done by legislation, as already outlined.

In the third place, the operation of the Public Utilities Act, the principle of which has long been established, and which aims to restrict capital issues and the returns on the same to a minimum, acts somewhat detrimentally to the private promotion of new public utility enterprises, and particularly those involving large hydro-electric developments. Some private promoters, otherwise interested in water power developments, think that as pioneers in this province they should be allowed a larger return than could be justified under the Public Utilities Act.

Finally, there existed situations in the province where the relations between existing public utility corporations and other corporations which desired to enter the same field were of such a nature as to seem to prevent the hope of actual development of the hydro-electric resources of the province within any reasonable length of time.

Moreover, as a result of actual experience, there seems to be no doubt but that the operations of the Hydro-Electric Commission of Ontario—a public body—had resulted very satisfactorily to the people as a whole. The recent financial statement of the Municipal Hydro-Electric Commission of the City of Toronto, operating in conjunction with the Provincial Hydro-Electric Commission, shows this municipally operated public utility to be in a most advantageous position, even after the very trying conditions of labor and materials during and after the war. As a matter of fact, a large number of electric light systems in this province are now municipally owned and operated, apparently, to the satisfaction of the communities served.

In 1919, therefore, a bill was passed, known as the Nova Scotia Power Commission Act, following the lines of a similar act and amendments thereto in Ontario, but with alterations to suit local conditions. This act provided for the appointment of a Power Commission, with ample powers to generate electrical energy, either from water power or other sources. A commission was subsequently appointed under this act, consisting of the Honorable E. H. Armstrong, Commissioner of Public Works and Mines; Mr. R. H. Mackay, of New Glasgow, and Mr. F. C. Whitman, of Annapolis. The former investigatory commission was, therefore, succeeded by this new commission, which, in addition to carrying on such general investigatory work as might be required, had ample powers to carry out actual construction work.

An Important Development

The Power Commission now has under way at St. Margarets Bay, some fifteen miles from Halifax, a power development with a total installed capacity of 10,700 h.p. The complete development of this project calls for the installation of about 15,000 h.p. Contracts for all the major portions of the initial development, including both hydraulic and electrical machinery and general construction work, have been let, and work is proceeding vigorously. It is expected that some power may be available from this development early next year, and that the complete initial development of 10,700 h.p. will be available about the middle of next year. This will be the first hydro-electric development in the Province of Nova Scotia, which, from the standpoint of magnitude and type of construction, will be comparable with modern hydro-electric developments in other parts of the world. It will represent the most approved engineering practice in matters of this kind of the present time.

Other Developments

In addition, the Power Commission has plans well advanced for a development of considerably larger magnitude on East River Sheet Harbour, intended primarily to supply the industrial section of Pictou County, but eventually to be linked up with the Margarets Bay development and other developments throughout the province. Work is now under way towards taking over and enlarging a somewhat smaller system in Lunenburg County.

The progress which has been made during the last few years in regard to the power plans of the province has been freely commented upon by those interested in matters of this kind outside of the province. It was not believed to be possible by those outside of the province, and even by some within the province, that such progress could be made, and at the present time there is probably more activity of this kind in the Maritime Provinces than in any other part of Canada. For eight years the United States has been struggling to get satisfactory legislation to enable water power projects to be proceeded with. Their Congress recently barely agreed on legis-

lation which offers some promise of success. It is only five years since these problems in Nova Scotia were attacked, and it is now believed that a fairly satisfactory solution has been reached.

There can be no question as to the necessity for the development of the hydro-electric resources of any country, and efforts along these lines are being made the world over. France, for example, a country presumably hard pressed financially, has made enormous strides during and since the war, chiefly for economic reasons. The improvement in the art of hydro-electric development and transmission, and the increasing cost of coal, together with transportation and labor difficulties, have been largely responsible for the great impetus to hydro-electric development. The adjoining province of New Brunswick, after considerable delay, has now followed the example of Nova Scotia, and at the 1920 session of their Legislature adopted legislation similar in all essentials to the Nova Scotia Power Commission Act.

The Power Commission Act.

While I have mentioned the Power Commission Act in a general way, I wish to speak of it in a little more detail, and particularly that section of it covering the relations between the Commission and municipalities.

In brief, the Provincial Power Commission is a trustee for the various municipalities of the province, which may be supplied with power under the act. The Commission builds generating stations and transmission lines, and supplies electrical energy in bulk to each municipality for distribution within its own boundaries. Instead of operating its own independent power generating station, the municipality receives power from the transmission lines of the Provincial Commission, thereby receiving the benefits of continuity and reliability of service, as well as economy arising from the operation of a larger system. The municipality otherwise is in exactly the same position as if it did operate its own plant, and entirely controls the sale and distribution of electrical energy within its own boundaries.

How the Act Works

The act provides that a municipality may apply to the Provincial Commission for a supply of power, whereupon estimates of the cost of supplying the same will be made by the Commission. If these estimates are satisfactory to the municipality, a contract may be made between the municipality and the Commission, and, until or unless such a contract is made, the municipality assumes no obligation whatever. It is also important to note that the only obligation assumed by a municipality is by virtue of such contract, which is intended to provide that the municipality shall pay to the Commission merely the actual cost of power supplied to the municipality.

The act also authorizes any municipality which has entered into a contract with the Commission to acquire lands and construct works necessary for the distribution and sale of power secured from the Commission, and to raise funds for the same by way of debentures.

Again let me emphasize the fact that the basic principle underlying the act is a mutual arrangement between municipalities desiring a supply of electrical energy, whereby the Provincial Commission acts somewhat as a trustee and somewhat as a partner, in order to secure the most advantageous development and use of the power resources of the province.

In conclusion, I can only say that the Power Commission Act, while it may from time to time need changes to make it conform to special situations as met, is based on principles which have been successfully applied for a number of years in one province of this country, and have more recently been adopted in three other provinces. I believe if that spirit of frankness and hearty co-operation, which is intended to underlie the principles of the act, is manifest in all undertakings initiated under it, it will indeed go a long way towards improving social and industrial conditions in this province, and placing it more nearly on a par in similar matters with other parts of the country. One thing is certain, that unless Nova Scotia does pursue this policy with vigor, its whole development, industrial and otherwise, will fall hopelessly behind certain interior sections of the country. While there is an acute shortage of power in upper Canadian centres at the present time, all the complications, international and otherwise, surrounding the vast powers on the St. Lawrence River, will ultimately be overcome, and the industrial development already so well established in that locality, will increase with leaps and bounds.

Even the New England States expect to tap this large reservoir of power. Such difficulties as exist cannot be overcome, or actual developments take place, for a number of years at the best, and this may be Nova Scotia's opportunity to gain a foothold in industrial development, or at least revive many of the smaller industries in which she once excelled and for which she is in many respects so admirably suited.

Description of St. Margarets Bay Development.

The St. Margarets Bay Development is now so far advanced that the general scheme of development is readily apparent. It is of a type somewhat different from the popular conception of a water power. No great falls are apparent, but



The Dam at Mill Lake

In the centre is shown the intake for the 10-foot pipe line which will run from the dam down to the power house at tidewater

by a system of comparatively small intake dams and extensive pipe lines, the rapids and falls over a long stretch of river are utilized.

This particular development has had a long and somewhat interesting history. As early as 1901 a report was made, covering a proposed development on one of the rivers now being utilized. Since that time various reports have been made from time to time, and, on two previous occasions, construction was started. It is now certain that on this third attempt, construction of the project will be completed, although not exactly along the same lines as originally contemplated.

From a practical standpoint, the interesting features are the diversion of the Indian river into the Northeast river, and the utilization of the water twice.

There are two power houses, one known as the Tidewater generating station, located at tidewater near the mouth of the Northeast river, and the other known as Mill Lake generating station, located at the head of Mill lake. The Tidewater generating station takes its supply directly from an intake dam at the foot of Mill lake, through a wood-stave pipe line, ten feet in diameter, giving a head at the Tidewater generating station of about ninety feet. There will be two power units in this station, each of 3,450 horse-power. The Mill Lake generating station utilizes the water of the Northeast river by means of an intake dam at Coon pond, and a pipe line, six feet in diameter, about 3,500 feet long, giving a head at this power house for the Northeast river water of about 156 feet. Ultimately, a pipe line will convey the water of the Indian river from an intake dam at the foot of Sandy lake to this same power house. For the present, however, the Indian river water is being diverted directly from Little Indian lake to Mill lake, so that for the time being the Indian river water is only being utilized at the Tidewater generating station. For the present, two generating units of 1,900 horse-power each are being installed in the Mill Lake generating station, while ultimately two more units will be installed to utilize the Indian river water. The total installation at present in the two power houses will be 10,700 horse-power, while the ultimate installation will be in the neighborhood of 15,000 horse-power. Reservoirs are being provided on Wright's lake, Pockwock lake, Big Indian lake, and other lakes.



Another View of the Dam and Intake at Mill Lake

Energy will be transmitted to a receiving station at Halifax at 13,200 volts, over aluminum cable, supported on steel towers. For the present, nine cables will be utilized, while ultimately there will be twelve cables. These cables consist of nineteen strands, and are nearly three-quarters of an inch in diameter. The steel towers will be thirteen feet square at the base, and will have a total height of about fifty feet. They will be spaced approximately 400 feet apart. The total distance from the Tidewater generating station to the Halifax receiving station by the transmission line is less than fifteen miles. At the present time, the Halifax receiving station and the Tidewater generating station are practically complete, with the exception of the installation of the machinery. Mill Lake dam, being the intake dam for the Tidewater generating station, is also complete, as is the greater part of the ten-foot pipe connecting this intake dam with the generating station. Wright's Lake storage dam is complete, and work on all the other parts of the development is actively under way. The aluminum cable for the transmission line is all on the ground, and material for the steel towers is about to be shipped. The illustrations presented herewith will serve to give some idea of the general scheme of development and its present stage of completion.

Furniture Manufacturers Hold an Exhibition

By J. H. SAUNDERS

AN exhibition of the products of fifty-four Canadian furniture manufacturers was held in the old Kay building on King Street West, Toronto, from January 10th to 22nd, inclusive. In the plans for this display of their goods, the manufacturers concerned had two main objectives, and succeeded in carrying both. The first was to show those retailers who attended the exhibition the advance designs for 1921, and to enable them to pass judgment on their merit and make selections for their own trade. The second was to bring about a feeling of co-operation between manufacturers and retailers, an *entente cordiale* that should react to the advantage of both.

Exhibitions by manufacturers are not new, but in this country they are possibly not so frequent as they might be. The enthusiasm shown at this one was gratifying, so much so, in fact, that the officials hope to make the show an annual event, and are already making plans for next year. Though the five floors of the building were used, the floor space was not sufficient, and next year two or three buildings will be required for to get the maximum effect from the display.

The firms exhibiting were mostly from Ontario and Quebec, but one of the oldest maritime concerns, the Windsor Furniture Company of Windsor, Nova Scotia, was also represented. It is hoped and expected that many more furniture companies will exhibit on future occasions.

The date for the exhibition was well chosen and was a factor in its success. January is the month in which most retailers are preparing for the spring's rush of business. They are anxious to get in touch as early as possible with the latest ideas in furniture, for fashions change in that line as often as they do in clothes. Two thousand invitations sent to the leading retail dealers all over the country brought replies from between six hundred and fifty and seven hundred, and those who were able to attend expressed their appreciation in the most satisfactory way, by giving orders

Another fact that made the month of January desirable was that on the 14th the Retail Furniture Dealers' Association were holding their annual convention at the King Edward Hotel. The two events dovetailed very nicely, and when the business of the convention was dispatched the manufacturers who were exhibiting and the retailers, over four hundred in all, sat down to a banquet in the hotel.

After the banquet, speeches on business conditions and problems of the trade were made by J. Acton, of the *Furniture Journal*, G. E. Gruetzner, of the Hespeler Furniture Company, Limited; J. S. McKinnon and J. R. K. Bristol, of the C.M.A.; J. R. Shaw, of the Canada Furniture Manufacturers, Limited, and others.

One speech of the evening, that of Guy O. Luke, president of the Retail Furni-

ture Dealers' Association, expressed a sentiment that was corroborated by all who attended the exhibition whether as buyers or sellers. His subject was the good feeling existing at present between manufacturers and retailers. There was now a spirit of co-operation between them, he said, and the retailers appreciated the manner in which manufacturers were doing away with real or fancied grievances.

Prices Are Cut

"In twenty-five years' experience of the furniture business," said W. J. Craig, of the Hespeler Furniture Company, and organizer of the exhibition, "I have never known such friendliness between manufacturers and retailers as exists today. Prices in furniture have been cut from 15 to 25 per cent. below those of 1919, and the retailers appreciate that we are doing our best for them. There are very few complaints now, and we are pulling together splendidly."

One sign of this co-operation was particularly prominent in the course of the exhibition. The manufacturers felt that the occasion offered a good opportunity for advertising their wares to the general public. To facilitate the transaction of business only members of the trade were admitted during the daytime, but on Tuesday and Thursday evenings of each week the building was thrown open to all who cared to attend. Local retailers were induced to announce this in their regular advertisements, and to urge their customers to visit the exhibition. The advertising was effective, for on some evenings as many as twelve hundred came. They showed a great deal of interest in the articles on view, and inquired about prices. As these could not be given out, they made notes of the pieces of furniture they admired and of the shops where they could be bought.

Tasteful Arrangement

It is safe to prophesy that a stimulation in trade will result from these open evenings. No visitor could fail to be impressed by the tasteful arrangement of the exhibits, and the beauty and fine workmanship of individual pieces. Everything that adds to the charm and comfort of a home was to be seen, from kitchen cabinets to phonographs. Some excellent lighting effects were secured by the use of shaded floor lamps, many of which were novel in design and coloring. A collection of reed furniture suitable for a porch or summer home had a room to itself and was the subject of many favorable comments. Many of the wooden pieces were copies of antique models or adaptations of their designs to modern requirements.

Much Business Done

Those who were in charge of the exhibition may well be proud of its success. Practically every manufacturer did more business than he had expected to do before the exhibition opened. With prospects so favorable in goods which are generally considered as luxuries, manufacturers of other lines may reasonably look forward to a resumption of normal business conditions.



An Attractive Club Room

For the convenience of their out-of-town visitors, the Canadian General Electric Company, Limited, have opened this room at their headquarters in Toronto.

Making Life Pleasanter for the Workers in a Frontier Industry

By W. L. EDMONDS

THOSE who would care to see a good example of what a manufacturing company can accomplish in the way of making life pleasant for its employees should visit the town of Espanola in New Ontario. Here the Spanish River Pulp and Paper Mills, Limited, are creating a model town, where already many features are to be found conducive to the comfort and wellbeing of the workers and their families.

Do not let anyone, in passing through the uninviting hamlet on the Soo branch of the C.P.R. which bears the name of Espanola, imagine that his eyes are resting on the Espanola of the Spanish River Pulp and Paper Mills, Limited. The latter is as different from the former as cheese is from chalk, and to see it one has to journey about three miles by road after detraining.

The situation of the town is ideal, resting as it does upon a plateau a hundred feet or more above the surface of the Spanish river, and encircled by towering rocky ridges, such as are characteristic of that part of the country.

In area, the town is a square mile in extent. It is owned in its entirety by the company. Being unorganized as a municipality, it is also managed by the company. The streets are laid out at right angles, with provision here and there for crescents, and all are wider than those in Toronto, if we except Spadina, St. Clair and Danforth avenues. While most of the homes, as erected by the company, are of the usual working class type, they are gradually being superseded by those which approximate to the suburban type. The extent to which transformation in this respect is going on may be gathered from the fact that since June, 1919, over one hundred new dwellings have been erected, any one of which would grace a Toronto suburb. There have also been erected since then four as attractive-looking boarding houses as one might see in a day's march. In all, there are over two hundred homes in the town, and while these are all at present owned by the company, arrangements are being made to permit workmen to purchase lots and erect their own homes if they so desire.

The town has its own sewage, water and electric light systems, with all three of which nearly every home and building in the place is connected. The water is pumped from the river, and, to ensure its purity, is chlorinated.

But the company has not been satisfied with merely providing homes and domestic conveniences for its employees, who number about 650. It has also provided, on a most liberal scale, ways and means for the spiritual, intellectual, and physical welfare of the employees and their families.

Since June, 1919, two schools have been erected, both of which, in structure and in equipment, would do credit to any organized municipality in the country. The one is a public and high school in combination, each school occupying a separate part of the building. The public school consists of three rooms, and the high school of three rooms, with a domestic science department. The other is a separate school. It has eight rooms and is a decidedly imposing structure. Both school buildings are of brick and heated throughout by hot water radiation.



The Local Hotel is Up-to-the-Minute

Besides these public, separate and high schools, there is a well-patronized night school, for the benefit of employees sixteen years and over. The purpose of this night school may, in brief, be designated as threefold. In the first place, the object is to teach English to the foreigners employed; in the second place, to impart knowledge on elementary subjects, and in the third place, to provide technical education. No tuition fees are charged, the only levy being for textbooks, which are supplied at cost. A similar school is also in existence at the Sault Ste. Marie and Sturgeon Falls plants of the company.

As a further addition to the provisions of the company for the educational welfare of its employees and their families, Espanola has its public library. For the spiritual welfare of the community, two churches are provided, one being a Protestant union church and the other a Roman Catholic. The latter was completed about two years ago, and has a seating capacity of six hundred. A "movie" theatre is, of course, in operation in the town.

One of the most recent ventures of the company for the general welfare of the inhabitants of the town is the erection of a community hall, with a seating capacity of five hundred. It is of brick, concrete and steel, and was formally opened about a year ago.

For the physical welfare of the place, ample provision has been made. For summer sports there is an extensive fenced-in athletic field. Even a grandstand is provided. A large, covered building provides for skating, hockey and curling during the winter months, while near the factory site is a well-equipped gymnasium and quarters for the boy scout organization which the town posseses.

The town has both a hotel and a department store, each of which is owned by the company. Both are most creditable institutions. The hotel is of brick, is modern in style of architecture and in equipment, and is so well patronized that guests have to be turned away almost every day. In fact, although there are over one hundred rooms, it is practically impossible to secure accommodation unless it is arranged for well ahead. The department store is generally considered to be the best between Toronto and Winnipeg. It is a large, three-storey brick structure, and is in every way well equipped. It has its own refrigeration plant, with a cold storage room on each flat. The store's customers are not confined to the inhabitants of the town, among its patrons being a number of farmers from the surrounding country.

One thing that impressed me during a recent visit to Espanola was the *esprit de corps* which existed among the employees. It was in the atmosphere, and

was apparent at every turn. The plant is run on the eight-hour shift system, there being three shifts per twenty-four hours.

The mills are running on the "closed shop" principle, and the principle of plant councils is being embodied into the system, so that the management can get every possible assistance from any and all who have good ideas. Apparently the "closed shop" has not had a detrimental effect upon the operations, as everything was running with great smoothness, and the best records of quality and quantity have been secured throughout the year.

That the attitude of the company toward the unions of its employees is friendly, I had further evidence in glancing over a few issues of the "house organ," which is published weekly from the head office at Sault Ste. Marie, a good deal of space being devoted to union news and reports of union meetings. This weekly is called the *Spanish River News*, is a model of its kind, and is well worthy of an examination by manufacturers who are in the habit of issuing such a journal, or may contemplate doing so. It contains practically little of what is generally termed as "uplift stuff" news, and much of it is of a personal nature, being its outstanding feature.



Type of Cottage Built for Employees

Another good use to which this "house organ" is put is the stimulating of competition between the staffs of the different plants of the company in respect to quality of production, a tabulated statement being published each week showing the percentage of standing at each mill, both for the week and for the year up to date. As a still further incentive, a statement is also furnished regarding the result of tests of paper manufactured by competing firms, thus stimulating the staff at each mill not only to secure a better percentage of quality over its fellow, but over that of competing firms as well.

Although so much of that which the Spanish River Pulp and Paper Mills, Limited, are doing at Espanola for their employees may well be termed welfare work, they refuse to recognize it as such. To quote the manager of manufacturing: "It is business. Our plant," he explained, "is situated far from any centre of population, and we had to adopt



Substantial Brick Dwelling for Company's Employees



Community Hall at Espanola

The Centre for all Social Activities of the Employees of the Company and their Families

some such policy as that we now employ if we were to keep our staffs complete. Therefore, it is a distinctly business, and not a so-called welfare, proposition. In other words, it is just as much a business proposition as the running of our plant. At our Soo and Sturgeon Falls plants the conditions are not the same. They are situated in an organized municipality, where the schools, churches, etc. —which we have to provide at Espanola —are already in existence."

But if the company refuses to recognize as welfare work what it is doing at Espanola for its employees, its actions are impelled by something beyond purely business motives. If this were the case, there would scarcely be the studied effort on the part of the management for the creation of a town replete in those factors which contribute to the comfort and the moral, intellectual and physical welfare of its inhabitants.

Denatured Alcohol--An Opportunity

By THEO. H. WARDLEWORTH

National Drug & Chemical Co. of Canada, Limited

WELL-KNOWN is the fact that alcohol is the universal solvent that is utilized by the chemist and manufacturer. The directions in which it can be employed are so manifold that it is impossible to give a complete list. It may be safely stated that additions can be made almost every week to the list of purposes to which it can be devoted as the result of the researches of chemistry and the new applications of industry. The great obstacle to the general employment of alcohol as a solvent has been the opposition of Governments to its employment in the manufacture of various products on the claim being put forward that it was necessary to 'protect the revenue." This policy in England has much to do with the loss to that country of the value of the discoveries of Perkins in relation to aniline dyes, to say nothing of the many investigations which have been crushed in England and other countries by the inability to obtain alcohol free of duty; the tax in many cases being prohibitive to the investigators, who were generally men of big ideas and small means.

Germany may be said to be the first country which took a decided stand with regard to the matter, and the policy adopted by that country with regard to duty free alcohol has contributed in an enormous measure to the development of the German chemical industry which has been so marked during the past generation. England resisted for many years all efforts to provide duty free alcohol for industrial purposes, but finally gave way and after several Acts, which were encumbered by much red tape, they have finally adopted a measure which gives comparative freedom for the application of duty free alcohol for industrial purposes.

The United States, although it took action only in 1906 and brought in amended bills in 1911 and 1919, have now undoubtedly the widest range of formulæ and the most liberal interpretation of what is meant by denatured alcohol for industrial purposes, and they have published a list of no fewer than thirty-two formulæ which are permissible for the denaturing of alcohol for industrial purposes. The Dominion Government in July, 1920, passed an Act which removed from Government control the denaturing or methylating of alcohol for the purposes of fuel, light and a limited number of industrial purposes. At the same time power was given to the Minister of Inland Revenue through his officers to approve of any special denaturents for alcohol which might be required for any industrial, pharmaceutical or scientific purpose in the Dominion of Canada, free of duty, but subject to such regulations as the Minister from time to time might prescribe. The provisions of the Act are sufficiently wide to meet all requirements of industries which employ alcohol.

The industries affected are very numerous indeed, and apparently Canadian manufacturers have not realized fully that they are entitled to enjoy a privilege which has been extended to them, namely the opportunity of obtaining alcohol duty free, denatured for their own special business, thus enabling them to turn out their product without the heavy tax which has been laid upon alcohol for beverage purposes.

No doubt it will take time for the manufacturers to realize fully the advantages of the concession which has been made by the Government, but gradually many products which are now dependent upon the use of duty-paid spirit will be manufactured from duty free alcohol, thus effecting a great economy to all concerned. It is, therefore, incumbent upon all manufacturers who employ alcohol in their business to see whether it would be possible to secure from the Government a specially denatured alcohol which they could employ. Application will have to be made to the Department of Inland Revenue for the acceptance of the various formulæ required, but the Department is willing to give full consideration to all applications.

Furthermore, it must be borne in mind that not only can denatured alcohol be used for articles which are now being made in Canada, but the privilege opens up a very wide field, as a large range of products can now be made in Canada which hitherto could not be produced and no doubt considerable improvement can be effected in the quality of those now made, provided alcohol is required in the manufacture. The following is the list of the manufactures in the U.S. which are benefited by the opportunity of using duty free denatured alcohol in their industries:

Pharmaceutical extracts and preparations in the manufacture of which Denatured Alcohol can be employed, barometers and thermometers, brushes, artificial feathers, cutlery, cutting oils, composition billiard balls, compasses, hats, gas mantles, imitation ivory goods, jewellery and watches, colors and bronze powders, lacquers and japans, mirrors, mouldings and picture frames, photographic plates, films, papers and enlargements, soaps, transparent and liquid, alkaloids and alkaloidal salts, confectioners' colors, imitation leather, enamel, digestive ferments, dental alloy, leather substitutes, leather goods finished, mica insulators, mucilages, non-scatterable glass, polishes, refining mineral oils, refin-

(*Continued on page* 93.)

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Made-in-Canada Campaign being Revived

RECOGNIZING the urgent need of stimulating the purchase of home-manufactured products, if widespread unemployment throughout Canada is to be avoided, the Association sent out, on January 21st, an appeal to the members, signed by the president and general manager, urging them to do all in their power to bring before local dealers and consumers the desirability of buying Canadian goods.

The letter set forth that for the year ending November, 1920, Canada's adverse trade balance amounted to $425,499,373. Out of importation of $1,345,582,300, over 68 per cent. came from the United States. On these imports Canadians paid exchange reaching as high as 17¼ per cent.

"Canadians," continued the letter, "are still sending their money to the United States and paying heavy exchange in spite of the fact that thousands of Canadian workers, who are willing and able to produce the most of these imports, are out of employment because Canadian factories are running part time or closing down because they lack orders for goods. The unemployed men and women and their families are being supported at the public expense, involving an additional burden to tax payers. If Canadians united in a resolve to buy Canadian-made goods as far as possible instead of imported goods, most of the problems of trade depression and unemployment would be quickly solved."

The letter suggests seven ways by which the manufacturers can help to promote the campaign:

(1) Call your travellers together and ask them to talk the "Made-in-Canada" idea wherever they have an opportunity.

(2) Arrange addresses to local business or other organizations.

(3) Discuss the matter with your own employees.

(4) Enlist the support of local women's organizations.

(5) Help to organize a local "Made-in-Canada" committee and campaign.

(6) Feature the following ideas in all your advertising, and particularly so in the local newspapers, where your factories are situated:

(*a*) Urge the public to buy your own products, pointing out that, in addition to special merits of quality and price, they are made in Canada by Canadian workers.

(*b*) Urge the public, through your national advertising, to buy Canadian goods, which will help to provide employment and to relieve the exchange situation.

(*c*) Urge that Canadian money should be spent in Canada instead of abroad, as far as possible.

(7) Don't forget the influence of the merchants and their clerks in this campaign. Keep them constantly informed as to the merits of your goods and show them that it is in their interests as well as their customers' to buy lines made in Canada.

Our Branch Chairmen for 1920-21



Louis A. Letourneau
President, Quebec Preserving, Limited
Chairman, Quebec Branch

MR. LETOURNEAU was born in 1873, in Ste. Famille, Island of Orleans, where he also received his early education. His commercial career began at the age of fourteen, and two years later he started a business for himself in the grocery line. His success in this brought the Quebec Preserving Company into existence in 1893. Mr. Letourneau has been president of this firm, now Quebec Preserving, Limited, since its formation.

Another business enterprise of Mr. Letourneau is the brickyard of Paradis and Letourneau, which he founded in 1897. He has also taken an active interest in politics, being alderman of his ward in 1906, and representing Quebec East in the Legislature in 1908, 1912, 1916 and 1919. He became chairman of the Quebec Branch of the C. M. A. in 1918, and is now enjoying his third term of office.

Alberta Manufacturers Hold Meeting

ON January 4th a meeting of members of the C.M.A. in Alberta was held in the Macdonald Hotel, Edmonton, with Mr. C. G. Robson, chairman Alberta Executive Committee, in the chair. Mr. Robson stated, in welcoming the visiting members, that such good results had followed the interview with the Premier of Alberta and his cabinet, prior to the last session of the Legislature, that it had been decided to follow the same practice this year, and an interview had been arranged for the following day.

The first subject discussed was workmen's compensation and, after a full expression of opinion, it was moved that Mr. Keniney, member of the Compensation Board, be asked to come and address the meeting on the subject.

The next item of business was a consideration of the report of the Commission appointed under the Factories' Act to investigate and recommend minimum wages, hours of labor and regulations *re* apprentices. This report recommended—1st, a minimum wage for any person under 18 years of age; or for any female employed in any factory, shop, office or office building of $13 per week, except that apprentices should be paid not less than $8.50 per week; 2nd, that hours of labor be fixed by legislation rather than by order-in-council; 3rd, that the proportion of apprentices should not exceed 25 per cent., and 4th, that legislation be enacted providing for the appointment of a minimum wage board.

At the afternoon session, Mr. Keniney was present and explained the working

of the Workmen's Compensation Act. answering numerous questions from the members. A vote of thanks was extended to him for his courtesy. A committee was then appointed consisting of Wm. Innes, Calgary; J. H. Taber, Medicine Hat, and the secretary, to draft a minimum wage Act along the lines of the discussion on this subject.

At the evening session, the foregoing committee presented its report and the draft bill was considered clause by clause. Before adopting this, it was suggested that it would be well to confer with Mr. H. Milton Martin, the employers' representative upon the Factory Act Commission and he was accordingly invited to attend. At this session an executive committee was appointed to represent the manufacturers of the province, this committee consisting of C. G. Robson, chairman and the chairmen of the Edmonton, Calgary and Medicine Hat branches.

A fourth session was held on the morning of January 5th. Mr. Martin attended and explained the difficulties that had been encountered on the Factory Act Commission as the employers' representative and the action taken by him in protecting their interests. The draft bill was then gone over clause by clause.

Interview with Alberta Government

MEMBERS of the C.M.A. in Alberta, who had been attending a meeting of the Association in Edmonton on January 4th, interviewed Premier Stewart and his cabinet on January 5th at 3 p.m.

William Georgeson addressed the cabinet, stating that Alberta manufacturers had the previous day had the advantage of meeting Mr. Keniney and, after a full discussion with him, had come to the conclusion that, should the Government decide to change the scale of compensation from flat amounts to a percentage basis, manufacturers were prepared to give the same a trial even to the extent of 66 2-3 per cent., as mentioned by Mr. Keniney, but that after thorough consideration they were strongly opposed to a minimum of $12.50 per week advocated by Mr. Keniney. In reply the Premier stated that he had not considered any changes; that he felt the Government had better stick to the provisions of the present Act, under which the Government knew where it stood.

R. J. Hutchings addressed the cabinet upon general manufacturing conditions in Alberta, pointing out that, while the province had many natural advantages for manufacturing, particularly with respect to cheap fuel, and a large market right at its doors, industry was still in its infancy in Alberta. He urged that every care be taken by the Government and expressed the hope that the Government would, in considering legislation, take no action which might retard the natural growth of industry in the province.

The secretary stated the position of Alberta manufacturers with respect to the minimum wage and presented the draft bill which had been drawn up. The Premier replied that the Attorney-General had a minimum wage bill under advisement and promised that the draft submitted by the manufacturers would receive consideration.

The secretary then dealt with the question of general hours of labor and requested that no legislation should be enacted by the Government restricting hours of labor beyond those applying in any other province or in the United States.

In closing the Premier thanked the manufacturers for appearing and giving the Government the benefit of their ideas. He complimented them upon the fair position they had taken, stating that he had unbounded faith in the future industrial growth of the province and adding that the Government would do all it could to encourage this growth.

Workmen's Compensation Act in Quebec

THE General Manager and Legal Secretary attended by request a conference with the Montreal branch on January 13th at Montreal, with respect to proposed amendments asked by labor to the Quebec Workmen's Compensation Act. The Province of Quebec was the first province in Canada to adopt a workmen's compensation law, this law being placed on the statute books in 1909 and becoming effective in 1910. It is now claimed by representatives of labor that taking advantage of the experience of others, a change in the Quebec Industrial Accident law is desirable. The Legal Department will render such advice and assistance in the matter as may be desired by our Montreal branch.

Prairie Province Branches Hold Meetings

DURING the past month meetings of the local branches at Edmonton, Calgary and Medicine Hat were held. G. E. Carpenter, secretary of the Prairie division spent several days in each city and visited the members prior to the meetings. At Edmonton the gathering was held on January 7th. At this meeting C. A. Graham, president Great West Garment Co., was elected chairman, and C. R. Weaver, Capital City Box Co., honorary secretary.

Mr. Carpenter spent the 8th, 9th and 10th in Calgary, and on the evening of the 10th a meeting of the members of the branch was held. In the absence of the chairman, R. J. Hutchings, C. J. Williams, Alberta Box Co., presided, and Mr. Kitely, Metal Shingle & Siding Co., Ltd., was elected honorary secretary.

On January 11th, Mr. Carpenter visited the members at Medicine Hat and a meeting of the branch was held at which George Preston, manager Lake of the Woods Milling Co. presided, in the absence of the local chairman.

At each of the three meetings, the members spoke in the highest terms of the services rendered by the C.M.A., and referred to the useful results that had been secured since the manufacturers of the province had become organized and were able to take up matters with the provincial Government as a unit.

Meeting of the Toronto Branch Executive

ON January 20th a meeting of the Toronto branch executive was held in the Association's offices, with the chairman, T. A. Hollinrake, presiding. Reference was made by the chairman to the change in circumstances which had occurred since the last meeting with respect to the ownership of power systems in Toronto. He stated that no complaints had been received from the industries of any shortage of power and, so far as appeared, the manufacturers were being served with electric energy to their full requirements.

By consent of the meeting Dr. Gordon Bates addressed the executive on the subject of social hygiene in the factories. It was unanimously resolved that the executive give its general approval to lectures being delivered in the factories on this subject, satisfactory prior arrangements being made with the responsible officers of the corporations. Dr. Bates was at the same time informed that it was desirable that copies of any literature desired by his organization to be distributed in the factories should first be submitted for the approval of the executive. It was believed the workers appreciated the educational value of the propaganda, but it was thought that at the present stage the matter should be approached with discrimination.

The following were appointed representatives of the Toronto branch on the Advisory Industrial Committee of the Board of Education for the ensuing year: George Brigden, Bridgen's Limited; W. H. Shapley and W. C. Coulter, Booth Coulter Copper & Brass Co., Limited.

Early Workings of New Bankruptcy Act

THE Bankruptcy Act, which became effective on 1st July, 1920, as yet is comparatively new, and its full effect on business has not been felt. For the first few months to the end of November last, notices of 274 failures under the Act appeared in the *Canada Gazette*.

Bankruptcy proceedings usually apply only to the estates of individuals. Under our Act, however, companies which are insolvent may be wound up (except banks, insurance, trust, loan and rail-

way companies, and building societies having a capital stock).

In the period under review only 21 receiving orders were made. In other words, nearly all of the cases were voluntary assignments. Most of the receiving orders—15—were made in the Province of Quebec. Four companies, six partnerships and five sole traders were so adjudged bankrupt. Two receiving orders were made in British Columbia, one in Alberta, and three in Ontario. In the first two weeks of December, five receiving orders were granted in Quebec.

So far as uniformity of procedure is concerned, the Bankruptcy Act has accomplished this: The same law now prevails all over the Dominion. Uniform rules of practice have also been drafted and put into effect. It is believed that the Act will tend not only to the keeping of better records but to the promotion of a spirit of genuine honesty in business.

Accident Prevention and Safety Work

A CONFERENCE of safety supervisors and engineers was called at Halifax on January 6th, under the auspices of the Nova Scotia Accident Prevention Association. The meeting was held in the board room of the Halifax Shipyards, Limited, and about thirty were in attendance. The delegates reviewed the activities of the safety organizations in the individual plants during the past year and very encouraging progress was reported. In the case of perhaps the largest industry in the province, a reduction of 30 per cent. in accidents during the year was reported. In another large industry the report showed a reduction of 75 per cent. in the number of cases treated at the first aid room. In other cases substantial reductions were also reported.

A pleasing feature in the remarks of one of the representatives, was that while his company has lately refused to approve requisitions for improvements to the plant on the plea that industrial conditions do not justify such, they have never yet refused to grant an expenditure for safety work. Another pleasing feature was that during the conference only one representative referred to the saving in dollars and cents accruing from safety work.

In conjunction with the accident prevention work, we are promoting first aid classes in the various industrial centres, in order that each industry will have competent first aid men immediately available. Where one plant will not have a sufficient number to form a class of from twenty to thirty, we get the other plants in the community to co-operate to make up the required number. In some localities we expect to have a number of classes, as we are urging the employers to send at least one man from each of his departments. In order that the student will have some particular recognition we have him take the course as prescribed by the St. John Ambulance Association, and when he successfully passes the examinations, he is awarded a certificate. The expenses in connection with this work are paid collectively and proportionately by the employers who co-operate in making up the classes. One coal company alone expects to have at least 500 certificated first aid men by early spring. Classes are now under way in Sydney, Glace Bay, Halifax, New Glasgow, Trenton, Stellarton and Amherst.

NOTE.—The Nova Scotia Accident Prevention Association was formed by the employers taking advantage of Section 80 of the Compensation Act, and all legitimate expenses are paid from the accident funds set up under the Act, although the employers directly supervise the work of the Association. The secretary of the Maritime Division C.M.A. also acts as secretary for the N.S.A.P.A. Although the Association has adopted rules and regulations governing safety conditions in the various groups of industry, we do not depend as much upon the carrying out of these regulations for the prevention of accidents, as we do upon converting the individual employer to a realization of the benefits accruing from safety work. Once the man at the top is converted, he will do a great deal more to rectify conditions than all the regulations you can put on the statute books, or from the casual or periodical visits of the factory inspectors.

H. R. THOMPSON.

Hamilton's New Mayor



George Charles Coppley

Coppley, Noyes & Randall, Limited, Hamilton

THE election of Mr. Coppley as mayor of Hamilton is a fitting reward for continuous activity in all civic matters which had for their object the bettering of community conditions. Among the several responsible positions he has held are the offices of secretary-treasurer of the Hamilton Civic Improvement Society, president of the Board of Trade, president of the Chamber of Commerce, and chairman of the Legislation Committee, C. M. A. Mr. Coppley recently retired from Coppley, Noyes & Randall, Limited, the firm which he established and served as managing director for eighteen years.

Meeting of Members held in St. John, N.B.

THE St. John members of the Association held a meeting on Wednesday afternoon, January 19th, to discuss informally a number of matters of more or less importance, including proposed labor legislation, unemployment, transportation, etc. The chief matter, however, to receive consideration was the question of extending an invitation to the Association to hold this year's annual general convention in St. John. After discussing the matter from all angles, it was unanimously decided that a hearty invitation be extended. The members hoped that the invitation would be accepted as a special opportunity would then be afforded for the members in the other provinces to become acquainted with the maritime members, and learn more about these provinces by the sea. In anticipation of the visit, a competent committee was appointed to take care of the local arrangements.

Canned Fish Section Elected Officers

AT the recent annual meeting of the Maritime Canned Fish Seection, the officers for the year 1920 were re-elected for the year 1921. They are as follows: Hon. F. Magee, chairman; R. H. Williams, vice-chairman; H. R. Thompson, secretary. These together with the following directors will comprise the Executive Committee: W. F. Tidmarsh, Prince Edward Island; J. A. Neville, Nova Scotia; R. O'Leary, New Brunswick.

Numerous matters of direct interest to the lobster packers were discussed, but perhaps the most important one was regarding the desirability for standardizing the conditions and methods under which lobsters are secured, packed and put on the market. Owing to the prevailing market conditions, the buyers of canned lobsters have become more discriminating and critical as regards quality. Heretofore, it has been comparatively easy to dispose of the full pack at sufficiently remunerative prices and the question of quality has perhaps become of secondary

consideration to that of quantity. This did not permit the working out of a definite programme or plan of action and another meeting is to be called in the very near future to give further consideration to the matter.

Labor's Demands in New Brunswick

THE New Brunswick Federation of Labor held its annual convention in St. John, on January 11th and 12th, and resolutions were adopted to urge the local Government for the enactment of legislation affecting the employers. The following proposals were adopted:—

(1) Department of Labor to be created —the Bureau of Labor Act, 1915, and amended Acts to be repealed and legislation providing for a Department of Labor with a Minister of Labor, who shall be a member of the Executive Council of the Government.

(2) Workmen's Compensation Act—Act to be amended to provide for a minimum weekly compensation of $9.00 or, in case of employee receiving less than that amount, then full pay, and a maximum of 55 per cent. of $166.66 per month. That the monthly allowance to children be increased from $7.50 to $10.00, and in case of children being left motherless that the monthly allowance be $15.00. Where a workman leaves no widow or the widow dies and it seems desirable to continue the home for the children, and some suitable person such as an aunt or sister acts as foster-mother in keeping up the home and looking after the children in a manner which the Board deems satisfactory, she shall be entitled to receive the same monthly payments on behalf of the children and herself the same as the widow of the deceased.

(3) Factories Act — Act to be amended to provide for the application of the Act to all industries: Employment age of children to be sixteen years; Hours of labor to be not more than eight per day or forty-eight hours per week; That women, girls and boys shall not be employed before six o'clock in the morning nor more than ten hours in any one day including overtime; overtime to be limited to thirty-six days in any twelve months, and that the proviso in subsection A of section 3, providing for the non-application of the section to certain employers, be repealed.

(4) Minimum Wage Act—Legislation to be enacted to provide for a minimum wage board appointed by the Lieutenant-Governor in Council, board to be empowered by the Act to make enquiry as to wages, hours of labor, and working conditions for the male workers. Findings of the Board to be binding under penalties on all industries involved in the enquiry.

A resolution was also adopted recommending a change in our present economic system, that is to the production for use instead of for profit. The resolution in part reads as follows:

"Whereas the workers of Canada have produced more value than their wages allow them to buy back, and for the reason our social and economic system should be changed so that we could own and produce collectively for use and not for profit as we are now doing; Therefore, be it resolved, that we call upon our Federal, Provincial and Civic Governments to have this matter of unemployment investigated with the view of having the above-mentioned system made effective, and be it further resolved that owing to the time that will be required to have said investigation made, that this New Brunswick Federation of Labor would urge upon the aforesaid Governments as well as the employers of labor to do their utmost in promoting employment whenever possible; and be it further resolved, that copies of this resolution be forwarded to the Federal and Provincial Governments; Executive of the Trades Congress of Canada, and the Minister of Labor, and also given out to the press."

Resolution on University Finances

THE Executive Committee of the Ontario Division, on the invitation of the Provincial Royal Commission on University Finances, gave careful consideration to the general question of financial aid to the universities of the province and transmitted the following resolution to the Commission:

"That the Executive Committee of the Ontario Division of the Association recommend that it is desirable that the universities be maintained at a high standard of efficiency for under-graduate work; that the provincial university should be maintained at a standard equal to the best university standards on this continent, with regard to under-graduate, post-graduate and research work, and that with respect to the higher branches of university work the resources available should be concentrated in one university."

Federal Income Tax Law Amendments

IN view of the stringent changes made in the Federal Income Tax Law by the Statutes of 1920, the Legal Secretary issued on January 14th a general explanatory circular letter to all our members. The tax-payer must now calculate what amount of money he is to pay and must send at least one-quarter of the amount he will pay in 1921, to cover 1920 taxes, not later than April 30th, 1921. The rest is payable later, with 6 per cent. interest added, in three two monthly instalments. All corporations are required to send in a list of employees. All companies must also file statements, showing dividends and bonuses paid to shareholders before 31st March next. All these returns must be lodged with the District Inspector of Taxation. Heavy penalties are imposed for non-compliance or neglect, the severity of which will undoubtedly evoke public criticism when its full import is realized.

The Legislation Committee at its January meeting endorsed the action taken, and in view of the importance of the matter, directed the Legal Secretary to issue a supplementary circular in due course again drawing attention to the stringent requirements of the law.

Montreal Branch Active in January

THE new year opened quite auspiciously for the Montreal branch and during the past month no fewer than four new trade sections have been organized and are now in working order. J. M. McIntosh, manager of the Trade Sections Department of Toronto, spent a few days at the Montreal office assisting in the formation of the sections. An Electrical Apparatus Section has been formed with M. K. Pike, of the Northern Electric Company, as chairman, and R. Moncel, of the Devoe Electric Switch Company, as vice-chairman.

A Food Products Section was formed with W. H. Dunn, of the Borden Milk Company, as chairman, and John Ritchie, of Rose & Laflamme, as vice-chairman. This section has been broken up into several sub-sections, according to the type of food product manufactured by individuals in the section.

Some years ago the manufacturers of wooden boxes in the city of Montreal had an organization of their own, but of late it has not been active. Last week it was re-organized as the Wooden Box Section of the Montreal branch with N. P. Martin, of Martin Freres, as chairman, and S. F. Rutherford as vice-chairman. This section decided to meet on the second Tuesday of each month. Considerable work lies ahead of the new section.

A Fine Shirt Manufacturers Section, embracing the manufacturers of fine shirts all over Canada, was also formed recently. This section will have a membership of some ten or twelve firms when finally rounded out. F. W. Stewart, of Cluett Peabody Co., and chairman of the Montreal branch of the Association, has been appointed chairman of this section.

The foundries and machine shops are yet to be organized and it is hoped to have this work effected some time this month. When this is done there will not remain in the Montreal branch a single group of manufacturers of sufficient numerical strength which has not already been organized or has not already some special local or Canadian-wide organization to look after its special trade interests.

One of the most important matters now before the Quebec division is that

with respect to amendments to the Workmen's Compensation law of this province or the drafting of a new Workmen's Compensation Act. In this effort the manufacturers are acting in co-operation with the leaders of the various labor organizations in the province, and it is hoped that some common ground will be found upon which the two parties may be able to take a stand before the Provincial Legislature.

At the last meeting of the Montreal branch executive a committee composed of Julian C. Smith, chairman; T. P. Howard, ex-president of the C.M.A., and R. H. McMaster was appointed to go into this matter and confer with the labor leaders. It is proposed to bring about legislation similar to that now in effect in the Province of Ontario but with several modifications.

The Montreal branch of the C.M.A. took a leading part over the holiday season in the organizing of a Citizens' Unemployment Committee similar to that now in operation in Toronto. F. W. Stewart, chairman of the Montreal branch, was a prime mover in the matter and is a prominent member of the Citizens' Unemployment Committee.

Two meetings of a consolidated committee of manufacturers, wholesalers and retailers have been held during the past three weeks with respect to the application of the excise tax and the present method of collection. The committee has forwarded a letter to Sir Henry Drayton, Minister of Finance, congratulating him upon the recent removal of the luxury tax provisions.

Business in the various manufacturing lines throughout the Province of Quebec is steadily picking up. Local manufacturers believe that we have seen the crisis of the recent depression and that from this time forward conditions will improve. The retailers, it is believed, have come to a point when they must replenish their dwindling stocks and orders are being received daily, and this is taking care of the unemployment situation to a considerable extent.—R. W. Gould, secretary.

Association of Record Officers formed

ON the evening of January 20th, in the offices of the Canadian Manufacturers Association, Toronto, a new organization was formed, to be known as the Canadian Association of Record Officers. The objects of the new Association, as set forth in the constitution and by-laws, which were adopted at the meeting, are: "To promote the study of the science of filing and indexing, the development of efficient methods, and the solution of problems which may arise in this connection."

The chairman, in his opening remarks, outlined a programme which, if carried out, should be of great aid to the business world in general and to the members of the Association in particular. Amongst the activities suggested was the formation of an Education Committee, which will report to the membership on the courses in filing and like subjects given in the various schools and business colleges in the city, a committee which may provide expert advice and assistance to any of the members of the Association in connection with their filing problems. It is also suggested that this committee will make a study of the various systems which are at present in existence and will, if required, report on the adaptability of systems or filing equipments which are now manufactured and offered to business houses.

The election of officers and executive committee was held. President, Dalton J. Little, Wm. Davies Co., Limited; 1st Vice-President, Miss W. G. Barnstead, Chief of Cataloging Department, Reference Library; 2nd Vice-President, W. L. Fleming, Central Registry Department of Soldiers' Civil Re-establishment; Secretary-Treasurer, A. M. Irwin, of the staff of the C.M.A. Executive Committee: Miss C. A. Rowe, International Nickel Co. of Canada, Limited; A. J. Milner, Robert Simpson Co., Limited; H. O. Asman, Archivist of the Canadian Bank of Commerce; W. H. Hughes, Central Registrar, Vocational Branch, D.S.C.R.

There are two classes of membership in this Association: active, which consists of those who are charged with the supervision of filing and indexing; and associate, those who are concerned with the routine work of this department of business activity.

The office of the secretary, for the time being or until suitable quarters are obtained, is 962 Dufferin Street, Toronto.

In addition to the firms whose representatives are listed above, the following were represented at the meeting: Consumers Gas Co., Limited; Canadian National Railways; Works Department, City Hall; Firstbrook Brothers, Limited; Canadian Westinghouse, Limited; Wm. Wrigley, Jr., Co.; Toronto Harbor Commission; Confederation Life Association; Canadian Packing Company, Limited; Canadian Chewing Gum Co.; Toronto General Trusts Corporation; Murray-Kay Co., Limited; Lever Bros., Ltd.; Bank of Nova Scotia; Hydro-Electric Power Commission of Ontario.

[Mr. Dalton J. Little, the first president of the Association, will be remembered by readers of INDUSTRIAL CANADA as an occasional contributor. The secretary, Mr. Irwin, has been a frequent contributor. Miss Barnstead, vice-president, has lectured on "Cataloging" before various organizations. Mr. W. L. Fleming was for some years in the Civil Service at Ottawa. Of the executive, Miss Rowe has had about ten years' experience with filing systems; H. O. Asman has charge of all the archives of the Canadian Bank of Commerce, amongst them documents dating back to the establishment of the bank; W. H. Hughes has charge of the records of all disabled soldiers re-trained in Ontario.]

Our Branch Chairmen for 1920 - 21



CHARLES PRATT

Chairman, Medicine Hat Branch

MR. PRATT was born in Aberdeen, Scotland, in 1875. He learned the general store business in his father's store, in Heathcote, Ontario. In 1901 the business name was changed from "John Pratt" to "John Pratt & Son," and later it was changed to "Chas. Pratt." Mr. Pratt moved to Medicine Hat in 1907, and went into the retail lumber business, under the name of "The Gas City Lumber Company." He was engaged in this business until he sold out to the Riverside Lumber Co., of Calgary, in 1913. In 1915, in company with Messrs. H. H. and M. A. Brown, he farmed successfully four thousand acres of land. In 1916 he purchased the controlling interest in the Medalta Stoneware, Limited, of which business he is now the president and manager.

1921 International Labor Conference

COMMUNICATION has been received from the Department of Labor containing the following agenda for the second International Labor Conference, which will be held at Geneva, Switzerland, beginning on April 4th, 1921:

1. Reform of constitution of the governing body of the International Labor Office.
2. Agricultural questions:—
(a) The adaptation of the Washington decisions to agricultural labor:—
   1. Regulation of the hours of work.
   2. Measures for the prevention of or providing against unemployment.
   3. The protection of women and children.

(b) Technical agricultural education.

(c) Living-in conditions of agricultural workers.

(d) Guarantee of the rights of association and combination.

(e) Protection against accident, sickness, invalidity and old age.

3. (a) Disinfection of wool infected with anthrax spores.

(b) Prohibition of the use of white lead in painting.

4. The weekly rest day in industrial and commercial employment.

5. (a) The prohibition of the employment of any person under the age of 18 years as trimmer or stoker; and

(b) Compulsory medical examination of all children employed on board ship.

Industrial Accidents in 1920 in Ontario

THE Workmen's Compensation Board of Ontario reports a total of 54,851 accidents during 1920. This was 10,591 more than in 1919. The fatal accidents reported during 1920 were 452, as against 429 in 1919, being an increase of 23. The daily average was 183 accidents, or one accident every three minutes of the working day.

The amount awarded for compensation during the year was $7,076,439.59, and the amount for medical aid $703,705.66, making a total of $7,780,145.25, as against a total of $4,192,659.93 during 1919, and $3,883,994.84 during 1918. The increase is largely by reason of the increased benefits provided for under the amendments to the Act, including the increase in death pensions for accidents happening in previous years.

The total number of cheques issued by the Board during the year averaged 494 per day, and the benefits awarded $26,000 a day.

About half a million workmen are now under the protection of the Act, and, including the pensioners from former years and the families of workmen and pensioners, it is estimated that over 100,000 people every year are receiving some part of their maintenance from the benefits provided for by the Act.

The total yearly wage roll of industries covered by the Act is estimated at $450,000,000.

Annual Meeting Ontario Shoe Manufacturers

THE annual meeting of the Ontario Shoe Manufacturers' Association was held in Toronto on January 12th. The following officers were elected: Hon. chairman, A. Brandon, Brandon Shoe Co., Limited, Brantford; chairman, F. H. Ahrens, Chas. A. Ahrens & Co., Kitchener; vice-chairman, S. H. Parker, Solid Leather Shoe Co., Limited, Preston; directors, F. W. Manson, Canadian Shoes, Ltd., Toronto; W. C. Ackerman, B. F. Ackerman, Son & Co., Limited, Peterborough; W. H. Duffield, John McPherson Co., Limited, Hamilton; J. A. Walker, Walker, Parker Co., Limited, Toronto; E. C. Van Geel, Tillsonburg Shoe Co., Limited, Tillsonburg; secretary-treasurer, Alex. Marshall, Toronto.

Ontario representatives on the executive committee of the Shoe Manufacturers' Association of Canada are: Messrs. F. H. Ahrens, S. H. Parker, G. W. McFarland, A. Brandon and J. A. Walker.

By unanimous resolution, the following letter was authorized to be sent to the Prime Minister of Canada and the Prime Minister of Ontario and other members of the Cabinet:

"As a result of world-wide unsettled market conditions and many local causes, there is considerable unemployment in various trades at different points in Canada. While business men are practically a unit in agreeing that fundamental conditions in Canada are sound and hope for the future bright, there is sometimes found an undercurrent of pessimism brought about by the present process of deflation and concurrent unemployment.

"There are also some evidences that conditions might readily become more serious if this pessimism gained much headway, and which, if it became prevalent, would tend, by causing further timidity on the part of buyers, to render much more serious the unemployment situation.

"Just after the armistice was signed a similar wave of pessimism began to rise, but prompt action on the part of Dominion and Provincial Governments in advancing their buying programmes helped to dispel this pessimism, created opportunities for returned soldiers and bridged the gap between the war basis and the peace basis in industry.

"It would seem that just such another situation has arisen, in which public opinion is looking to the Government for tangible expressions of its faith in the soundness of conditions and of its faith in the future of Canada.

"May we, therefore, suggest that one of the forms that this expression may take be the placing by Government departments of orders or contracts for necessary materials and supplies required for the carrying on of the Government's business.

"As shoe manufacturers, we are only interested in an indirect way, but we believe that it will be greatly to the advantage of the whole country if these orders, as suggested, were placed for delivery in advance of the time actually required.

"On the adoption of such a policy, publicly announced, unquestionably a steadying effect would soon be felt, with resulting improvement to all forms of industry and commerce.

"In the event of such a policy being adopted, we venture to say that the confidence exhibited by the Government in the industrial and commercial community will be fully justified."

Another resolution on the remission of the Luxury Tax follows, copies of which are also to be sent to the Prime Minister and members of the Cabinet:

"Whereas the Government of Canada has seen fit to remit, as of date December 20th, 1920, the so-called Luxury Tax on shoes;

"And whereas, in our opinion, an unearned stigma and deterrent to business have been removed from the shoe trade by reason of its remission;

"And whereas the remission of the tax will undoubtedly be followed by increased trade in shoes, to the ultimate benefit of the thousands of employees engaged in the trade;

"Be it therefore resolved that the Ontario Shoe Manufacturers' Association, in annual meeting assembled, record its approval and appreciation of the action of the Government in this respect.

"Further resolved that a copy of this resolution be sent to the Prime Minister and other Cabinet Ministers."

The Association is also preparing to compile a good deal of statistical information which will enable its members to be fully conversant with the conditions of the shoe trade in Canada, and is making a number of recommendations along similar lines to the convention of the Shoe Manufacturers' Association of Canada.

Special provision was also made at this meeting to enable the Entertainment Committee to finance the convention expenses. Last year the Ontario members were royally entertained at Quebec, and they now wish to reciprocate in the best spirit of the "bonne entente."

Preference Given to Canadian Goods

IN a communication from A. E. Howard, acting chairman of the Purchasing Commission of Canada, he states that the duties of the Commission, which supersedes the late War Purchasing Commission, are in part to supervise the purchase of all supplies for all departments of the Government throughout Canada, and the policy is to purchase direct from the best source of supply. In so far as possible, all supplies demanded are purchased by tender and the business given to the lowest tenderer for goods required.

"The Commission is of the opinion," says Mr. Howard, "that supplies should be purchased in the districts where they are required. As you will appreciate, that statement will have to be modified according to the kind and quantity of goods required.

"I would also draw your attention to the fact that the Commission is strongly of the opinion that Canadian goods should be purchased in preference to foreign, which fact makes it all the more necessary that Canadian firms should realize their responsibility in this respect."

The Executive Council at Hamilton

The January Meeting of Council Takes Action on Annual Meeting and Hears and Discusses Reports from all Departments of the Association

THERE was a representative attendance of members at the January meeting of the Executive Council, held at the Royal Connaught Hotel, Hamilton, on Thursday, January 27th. The president, Mr. J. S. McKinnon, occupied the chair, and reports were presented from all departments of the Association, reviewing the work of the past month.

The Executive Committee, which met in the morning, recommended in its report that the annual general meeting be held at the Chateau Frontenac, Quebec, on June 7th, 8th and 9th, and this recommendation was endorsed by Council. Arrangements will accordingly be made to hold the meeting at that time and place.

Ontario Division Lunch

Prior to the holding of the Executive Council meeting, a luncheon of the Ontario Division took place, presided over by Mr. J. R. Shaw, chairman of the Division. There were over 150 members present, Hamilton manufacturers being largely represented. It had been announced that Dr. A. B. Macallum, chairman of the Advisory Council of Industrial and Scientific Research, would be the guest of the Division, but, owing to the death of his brother, Dr. Macallum was unable to be present. The breach was filled by Mr. J. S. McKinnon and Mr. Lloyd Harris, both of whom delivered effective addresses.

Accident Prevention Associations

Before the speaking began, the chairman announced that at a meeting of the Ontario Division Executive, held during the morning, important action had been taken with regard to the Accident Prevention Associations of the province. This was summarized in the following resolution:

"That this meeting of the Executive Committee of the Ontario Division of the Canadian Manufacturers' Association, having received and considered report by its special committee appointed to investigate and report with respect to the re-organization of the Industrial Accident Prevention Associations, instruct the said special committee to consult with the directors and committee of the said Industrial Accident Prevention Associations, with a view to the taking over of the functions of the said Accident Prevention Associations by the Ontario Division of the Canadian Manufacturers Association, and that the Executive recommend the thorough re-organization of the said Industrial Accident Prevention Associations in order to secure the necessary efficiency."

Mr. Charles Pratt, Medalta Stoneware, Ltd., Medicine Hat, and chairman of the Medicine Hat Branch, C.M.A., was welcomed, and in a few words expressed his appreciation of the welcome tendered him. He told briefly of the manner in which the members of the C.M.A. in Alberta brought their side of all questions affecting the industrial interests of the province to the attention of the Government.

Another visitor was Mr. English, of Harding, Man., a western farmer, who in a light and laughter-raising vein, dealt with the relations between manufacturers and farmers, and said that all must work together for the good of Canada.

The President Speaks

Mr. McKinnon prefaced his remarks with two or three appropriate anecdotes and then proceeded to deliver a highly patriotic address on the glories of the British Empire and the obligation which rested on the manufacturers of Canada to maintain the reputation of the Dominion.

He was followed by Mr. Lloyd Harris, who dealt first with the necessity of building up Canada's export trade and afterwards with the need of re-organizing the Industrial Research Council on broader and more practical lines. In the latter connection, he outlined a plan which he had devised and which he hoped would receive the hearty support of the manufacturers.

Report on Membership

In its report to the Executive Council, the Membership Committee showed that from May 1st, 1920, the beginning of the Association's fiscal year, until January 15th, 1921, 238 applications for membership had been received, and there had been 143 resignations, a net gain of 95. Reasons given for the resignations were as follows: Out of business, 41; no longer manufacturing, 20; amalgamations, 19; arrears, 33; deceased, 3; financial difficulties, 4; additional representatives, 21; no reason, 2.

Last year was the most successful year in the history of the Association so far as increase in membership was concerned. Six hundred and sixty-two new applications were accepted and 131 resignations, leaving a net gain of 531 members. The second most successful year was 1901, when the net gain in membership was 485, and the third most successful year was 1905, when the net gain was 328. In only two years has the Association's membership suffered a net loss, namely, 1908, which showed a net loss of 4, and 1916, which showed a net loss of 78. The net loss in both cases, it may be observed, occurred in a year when there was a serious trade depression.

The services rendered by the Insurance Department during the month of December are illustrated by the following summary, showing the subjects on which the department was consulted and the number of inquiries under each subject: Marine insurance, 1; sprinkler equipment, 3; rates, 10; standing of companies, 2; group life insurance, 1; inspection service, 4; policy wording, 5.

Reporting on the National Research Institute, the Legislation Committee outlined the history of the movement looking towards the foundation of such an institute.

National Research Institute

The Research Council, early in 1918, presented to the Sub-Committee of the Privy Council for Scientific and Industrial Research, and to the Reconstruction and Development Committee of the Government, an urgent recommendation that a National Research Institute for Canada be established at an early date, with the function of a Bureau of Standards, and to provide facilities for research carried on and maintained by associations or guilds for research formed in the various lines of industry in Canada. This recommendation led on April 24th, 1919, to the formation of a Special Committee of the House of Commons to consider the matter, under the chairmanship of Mr. Hume Cronyn, whose report was adopted by the House of Commons on July 3rd, 1919. The committee was reappointed on March 23rd, 1920, and has reported, recommending the establishing of a National Research Institute for Canada, and that an appropriation be made of $600,000 to meet the cost of the site of the institute, of the construction of the building required, and of the scientific equipment of the same, and of $50,000 for the salaries of the staff during the first year. The report was unanimously adopted by the House of Commons on May 7th, 1920.

In pursuance of these proceedings, your Legislation Committee has considered and recommend to the Council draft proposed "Research Institute Act," designed to give statutory effect to the recommendations of the Special Committee, subject to the following amendment of sec. 1 (3) thereof, which reads: This Institute shall have charge of:

"The investigation and standardization of the materials which are or may be used in the industries and of the products of the industries."

Your Legislation Committee advises that, in its opinion, this provision of the proposed Act in its present form does not furnish proper safeguards to the industries with respect to the standardization of the materials and of the products of industry. It is accordingly recommended that the clause should be amended to read:

"The investigation of the materials which are or may be used in the industries and of the products of the industries, with a view to making recommendations to Parliament as to the standardization of such materials and of the products of the industries."

The proposed National Research Institute does not come directly under any department of a single Minister of the Crown, but will be represented in Parliament by a Sub-Committee of the Cabinet.

Transportation Department

Well-attended Meeting of Transportation Committee —Canadian Freight Rate Enquiry next Important event — Proposed Revision Freight Classification

THE meeting of the Transportation Committee, held in the offices of the Association on the 19th of January at 2.15 p.m., was one of the most interesting and best attended meetings of this committee for some time. Those present were as follows—W S. Campbell (chairman), Canadian General Electric Co., Toronto; A. H. Thorpe, Wm. Davies Co., Ltd., Toronto; A. D. Huff, Riordon Pulp & Paper Co., Ltd., Montreal; F. W. Dean, Steel Co. of Canada, Ltd., Hamilton; F. L. Hawes, Rubberset Co., Ltd., Toronto; Alex. W. Bell, General Motors, Ltd., Oshawa; R. P. D. Graham, Goodyear Tire & Rubber Co., Toronto; W. R. Dunn, International Harvester Co., Hamilton; S. R. Parsons, British-American Oil Co., Ltd., Toronto; G. W. Robinson, P. B. Yates Machine Co., Ltd., Hamilton; C. R. Brown, Canadian Drawn Steel Co., Ltd., Hamilton; Chas. O. Shaw, Anglo-Canadian Leather Co., Huntsville; Geo. T. Dunn, Canadian Steel & Wire Co., Ltd., Hamilton; N. Boyd, Gutta Percha & Rubber, Ltd., Toronto; F. A. Nancekivell, Ford Motor Co. of Canada, Ltd., Ford; W. Gordon, Steel Trough & Machine Co., Ltd., Tweed; W. R. Breyfogle, DeLaval Co., Ltd., Peterborough.

One of the most important questions dealt with was the general inquiry into freight rates in Canada, which is referred to in greater detail elsewhere in this issue. The discussion in connection with this question and the various other matters up for consideration was intensely interesting and showed not only a great interest by the members of the committee, but also a very good understanding of the questions involved.

The committee is fairly well balanced, being composed partly of industrial traffic managers and partly executives of other branches of industrial organizations, so that any views expressed are based on both technical and general business knowledge, which is very desirable, especially in forming policies to be adopted by the Association.

Meeting of Canadian Traffic League

THE monthly meeting of the Canadian Traffic League for January was held in the offices of the Association, Toronto, on January 5th. Among those matters considered were the following:—Express Claims; General Freight Rate Enquiry; Proposed Canadian Classification No. 17.

The February meeting of the League was held in the Association offices on February 2nd, at which the freight claim agents of the Grand Trunk and Canadian Pacific Railways were present and addressed the meeting in connection with the very important subject of freight claims.

Canadian Freight Rate Enquiry

ONE of the most important questions that has been before the shipping public for years, is the general enquiry into freight rates applicable on all shipments moving between points in Canada.

The Board of Railway Commissioners, who will conduct the enquiry, will, generally speaking, take evidence in regard to three main allegations:—

1. The complaint alleging that rates west of Fort William are higher than those east thereof, and that such higher rates constitute an undue discrimination.

2. The complaint alleging that the higher scale of rates applicable in British Columbia unduly discriminates against that section of the country, and further that the rates in that territory should not be any higher than those applicable in the Prairie Provinces.

3. The complaint of various interests in the Maritime Provinces alleging that the arbitraries applicable on shipments moving between that territory and all points in Canada west of Montreal are excessive and should be reduced to the basis in effect prior to the Eastern Rates Case (1915).

The third complaint has been broadened to include consideration of freght rates locally between points in the Maritime Provinces, both export and domestic; from the Maritime Provinces to points in the United States, and special services, such as milling in transit, etc., within the Maritime Provinces.

At the hearing in Ottawa on December 14th, these various questions were discussed in a general way before the Board of Railway Commissioners, and the Chief Commissioner made it clear that the Board wanted evidence showing very clearly that the allegations which have been made are proper.

The provinces of Manitoba and Saskatchewan have retained counsel, H. J. Symington, K.C., acting for the province of Manitoba, and D'Arcy Scott and Alex. McDonald, acting for the province of Saskatchewan. The provinces of Nova Scotia and New Brunswick have retained counsel and will act in co-operation with E. M. McDonald, K.C., who has been retained by the commercial and industrial interests of the Maritime Provinces. So far, the provinces of Alberta British Columbia, Ontario and Quebec have not retained counsel, although it is understood various interests within these provinces will take an active part in the enquiry through boards of trade, chambers of commerce, etc.

The enquiry, it will be seen, is based upon alleged territorial rate discriminations. The question as to whether or not these allegations are correct, or what are reasonable rates, is a matter for the Board to decide. In order that an intelligent decision may be rendered, it will be very necessary to give these questions the very fullest examination. It means that everyone interested should have an opportunity of presenting facts and pertinent information in support of the allegations.

It is expected that a general hearing in regard to this enquiry will be held in Ottawa early in March, to be followed by hearings from coast to coast, beginning at Vancouver early in April.

These various questions being matters which the Board must decide, the Association cannot assume any position in regard to any of the particular complaints. The Executive Council and the Transportation Committee have accordingly stated the Association's position in the following words:—

"Your Committee is of the opinion that so far as the Association as a whole is concerned, it can only act in an advisory capacity, assisting members wherever they are located in securing information for the purpose of showing what are reasonable rates."

In connection with the supplying of information by the Association, it would be well to point out that action has already been taken in regard to this feature by communicating direct with the divisional secretaries, outlining certain features of general interest to all concerned which would have to be considered at the various hearings. This information is to be followed by further particulars as to rates in the different localities, so that all members may have a knowledge of the rates as they exist to-day. In a general way the divisional secretaries have been advised that any evidence submitted should consider rates under the following general headings, these general headings, of course, being subdivided to meet the particular interest where necessary:—

1. Class rates.
2. Commodity rates.
3. Special arrangements, such as stop-off and milling in transit.

It has also been pointed out that at the hearing in Ottawa on December 14th. the Montreal Board of Trade stated that they consider Rule 2 of Canadian Freight Classification (mixed carload rule) would have to be considered in connection with this enquiry, as they feel that equalization of freight rates as between the east and the west should carry with it equalization of rules and regulations governing those rates.

Interested members desiring to submit any evidence in connection with this case should get in touch with their divisional secretary, and the Transportation Department at Head Office will be glad to give any information pertaining to this case.

Payment of Freight Charges on International Shipments

A QUESTION which has caused considerable dissatisfaction among the shipping public, has been settled by the Board of Railway Commissioners by issuance of its General Order No. 326, dated Ottawa, January 14th, 1921, which, in a few words, permits the payment of freight charges on international shipments in Canada with Canadian funds, plus a surcharge of 60 per cent. of the governing rate of exchange, the governing rate of exchange being that quoted by the Bank of Montreal at noon on the 14th and last day of each month. That quoted on the 14th governs from the 15th to the end of the month inclusive, and that quoted at the end of the month governs from the 1st to the 14th of the next month inclusive. Circular No. 293 has been issued by the Association, and sets forth the plan in more detail.

The very highest commendation is due the Board of Railway Commissioners for its action in the adjustment of this question. While there was some delay in having the matter finally adjusted, it will be appreciated that there were certain features in connection with this question which were not cleared up until the hearing in Ottawa on December 1st, 1920, after which it will be remembered the Board informed the railways that a solution of this question would have to be found at an early date.

Proposed Revision Canadian Freight Classification

A FORWARD step has been made in connection with handling freight classification matters, by the recent appointment of a joint committee composed of traffic representatives from industrial and commercial organizations, and traffic representatives of the Canadian railways. The personnel of the committee is as follows:—

G. C. Ransom (chairman/, Canadian Freight Association; J. E. Walsh and S. B. Brown, Canadian Manufacturers Association; W. S. Tilston, Montreal Board of Trade; T. Marshall, Toronto Board of Trade; W. B. Lanigan, Canadian Pacific Railway; Geo. Stephen, Canadian National Railways; F. J. Watson, Grand Trunk Railway.

The work of this committee will be directed, for the time being, to a revision of the present Canadian Freight Classification, at the same time considering the proposals outlined in what is known as Proposed Classification No. 17. The formation of this committee does not, of course, abrogate any arrangements which are now in effect through orders of the Board of Railway Commissioners, but it is felt by handling the question in this manner a revision of the Classification can be arranged which should be acceptable to all concerned. It is, of course, possible that some questions cannot be agreed to by the full committee. Arrangements have been made that wherever such cases arise, the question involved will be set aside to be submitted to the Board of Railway Commissioners and those interested will be given full opportunity of presenting their views before that body. Early consideration of this question has been requested by the carriers.

There is one feature, however, which cannot be lost sight of and should be given careful consideration; that is the question of ratings. In the very near future the Board of Railway Commissioners will launch into the general enquiry of all freight rates in Canada. The result of that enquiry may mean a revision of certain class rate scales, both as to general level and as to relationship between classes. That being so, any attempt to consider the rating in the Canadian Freight Classification without knowledge as to what the Board will do with the class rates, is impossible. The Transportation Committee of the Association, at its meeting on January 19th, considered this question, and were unanimous in the opinion that so far as the Canadian Manufacturers Association was concerned, we could not consider proposed ratings in the Canadian Freight Classification until we knew what our class rate fabric was going to be. This, of course, will not prevent consideration of some of the rules or consideration of description of items, and it is possible that early consideration will be given to the features just referred to.

In this connection, it is interesting to note what has been done in the United States in a co-operative way between the railways and the shippers. Recently at a very largely attended meeting in Chicago, the traffic representatives of various organizations throughout the United States passed a resolution calling upon the National Industrial Traffic League to inquire into the attitude of the United States carriers in connection with a number of questions which the meeting felt were being forced upon the shipping public without proper consideration. At the annual meeting of the National Industrial Traffic League at New York, November 18th and 19th, 1920, Mr. Lewis J. Spence, Director of Traffic, Southern Pacific Company, New York, stated as follows: "The National Industrial Traffic League and the railroad officers of the country must not drift apart. Never has there been so much in common between the railroads and the users of the railroads, and their mutual co-operation is indispensable. If you will undertake on your part to perpetuate and strengthen this co-operation, I pledge you my support of your effort." These remarks concluded his speech in connection with various features, including the resolution referred to.

Since that time, a joint committee has been appointed, representing the National Industrial Traffic League and the American Railway Association, which will consider all questions of general interest before any action is taken in regard thereto. One of the first questions submitted to this committee was Proposed Consolidated Classification No. 2, which is being checked by the Classification Committee of the National Industrial Traffic League before it becomes effective.

Tariff Department Bulletin

Board of Customs Decisions.

Three, four, five and six horse steel hitches or eveners, per illustration, declared to be dutiable under item 454 at the rate of 30% under the general tariff.

Hay carriers, per illustrations, declared to be dutiable under item 454 at the rate of 30% under the general tariff.

"Monopole Brilliant Oil 48%," per sample submitted, declared to be dutiable under item 711 at the rate of 17½% under the general tariff.

Departmental Rulings

From information before the department, it appears that spools or bobbins of all types, for the manufacture of woollen, cotton and silk fabrics and carpets, are now made in Canada, and such articles are therefore not admitted under tariff item 468.

Matrices for newspaper or other advertisements are dutiable under tariff item 432 (at the rate of 1½ cents per square inch under the general tariff), and the outside measurements are to be taken in determining number of square inches therein.

New Tariffs in B. W. I. Colonies

New Customs tariffs have recently been adopted by Trinidad, Grenada, British Honduras and British Guiana. Under the new tariffs a substantial preference is granted to goods which are the growth, produce or manufacture of Canada or other parts of the British Empire. Generally speaking, the preference amounts to one-third of the duty charged on importations from foreign countries, though certain commodities, dutiable when imported from outside the British Empire, are free under the preferential schedules.

The tariff of Trinidad, effective November 5th, 1920, was published in Weekly Bulletin No. 880, dated December 13th, of the Department of Trade and Commerce; of Grenada in Weekly Bulletin No. 884, dated January 10th; of British Honduras in Weekly Bulletin No. 878, dated November 29th.

Copies of these tariffs are on file in the Tariff Department of the Association, and information respecting rates of duty and certificates of origin may be obtained on application to the manager of the Tariff Department.

The new tariff in British Guiana, which became effective on December 7th, 1920, has not yet been received, but the Tariff Department hopes to have a copy very shortly.

Some Supplementary Reports on Business Conditions in Canada

Continued from January Issue

OWING to the belated arrival of a number of the reports on business conditions sent by manufacturers for publication in our Canadian Products Annual Review Number, it was found impossible to include them all in that issue. Those omitted at that time are now published on this and the following pages, and should be taken in conjunction with the reports already appearing as giving a fairly complete estimate of the business situation at the first of the year.

The Paint Industry

By George Henderson

Brandram-Henderson, Limited, Montreal.

A YEAR ago the manufacturer and the man in large business generally constantly referred to the uncompromising attitude of labor and to the great difficulty or almost impossibility of securing supplies of raw materials as the two considerations which made profitable business impossible. To-day labor is showing signs of becoming distinctly more reasonable, and the slow delivery of raw materials is a thing of the past. It is only right, therefore, to take some satisfaction from the elimination of these two considerations which a year ago were described as the greatest handicaps that could exist. It is a fact that there is some falling off in demand; but is not this likely to turn out for the best? Does it not give the manufacturer an opportunity of adopting methods which will more positively assure uniformity of quality? Does it not give him an opportunity to investigate more thoroughly the sources and qualities of his raw materials? Does it not also give him time to perfect the equipment of his plant and to ensure an efficiency among his workmen which has been conspicuously absent for a number of years?

I believe an opportunity presents itself during the years in the immediate future of making as much money on a somewhat reduced turnover, if a reduced turnover it is to be, as it was possible to make until recently on a greater turnover, which was associated, in the last few years, with an inefficiency it was impossible to avoid.

So far as the white lead, paint and varnish business is concerned for the coming year, I anticipate an excellent Dominion-wide demand for our products. I believe the public more and more realizes that buildings, old and new, must not be allowed to remain naked in our rigorous climate. A time of economy and restriction of expense which might cause some falling off in the consumption of our materials for construction work, should produce more than an offset in causing the public to protect, by the application of paint films, the surface of such construction as has already been raised.

As to the foreign demand for Canadian paints and varnishes, the improvement in the value of the pound sterling, which seems to be now assured, would seem to indicate that this demand should again assert itself.

The pressure of production, intermittent and spasmodic as it has been in the last few years, incident on cabled orders and the arrivals of the necessary raw materials at the last moment, is a condition which will no longer confront us. One day should be more or less like another from this time forward, and one week's production pretty similar to that of the next week, with a steady, regular, uniform demand permitting more efficient production with less overtime, fewer interruptions and much less labor agitation.

Looks for Brisk Business

By John G. Lind

St. Mary's Cement, Limited, St. Mary's.

FOR the year 1920, the supply of raw material such as coal, and other raw material that we have to purchase, was very scarce and the price for same was abnormally high. Labor also was scarce, but fairly efficient. For the last month or two, there appears to be a surplus of men seeking employment.

The market for our commodity was extremely good and the price slightly advanced over last year, due to the excessive price of coal and also what we consider abnormal freight rates.

The process of deflation in a great many lines has just commenced, and in other lines we believe that the process has been completed. Taken as a whole, we believe there will be considerable deflation through 1921.

As to the outlook for 1921 business, while we expect it to be rather slow in the winter and spring months. we believe it will be exceedingly brisk during the middle and latter part of the year, due partially to the good roads movement and railway betterments, which in our judgment will absorb all the portland cement that can be manufactured in Canada in 1921.

The Cordage Industry

By R. F. Shurly

Shurly & Derrett, Limited, Toronto.

WE find that our raw materials are still somewhat difficult to get, that is, in the better grades, particularly high-grade hemps, but the price in our opinion must go to a lower level. At the present, of course, due to the business stagnation, which we presume will continue till on in the spring, there is practically no market, or any staple prices for manufactured goods, as the demand is very limited.

As regards labor conditions, for the next year, we will undoubtedly have plenty. As to the efficiency, we believe that will be very much improved. At the present time we have practically our full staff going, but unless business improves very materially this cannot be continued very long.

The market for our goods during the bulk of 1920 was good, with the exception of the last two months, which have been decidedly bad, with practically no demand, and considerable falling off in price of the commoner grades, and this condition of affairs will undoubtedly continue, for the process of deflation is, in our opinion, far from complete.

We do not think the prospects for development in the export field for twine and cordage from Canada are favorable for a permanent thing. Most of the fibre will have to be imported from Europe. We have been doing some little exporting ourselves, but we do not feel that when things reach normal in Europe and U.S. that we would be able to increase to any great extent, or probably maintain what little we have.

The outlook, in our opinion, for 1921 is good, though we feel that, owing to the mental attitude largely of the average buyer, this is a decidedly downward market, and will make the consumer rather cautious as to purchases, but there appears to be little or no stock of manufactured goods on hand, and with the opening up of spring, there will undoubtedly be a fair and healthy demand.

Saddlery and Harness

By E. F. Hutchings

Great West Saddlery Co., Limited, Winnipeg.

THE trend of the leather market is decidedly downward. The market has already dropped to a considerable extent, and on account of the low price of hides it is liable to drop still further. Prices of metal goods in our line are remaining steady and there is practically no decline as yet, although we expect between now and July next there will be quite a decline in the price of saddlery hardware, etc.

We do not expect a big trade in 1921 unless a very heavy immigration sets in; but if we can get into the three western provinces 100,000 to 150,000 new settlers this would create a ready demand for goods suitable for the western farm and

ranch, and this would help business amazingly and would bridge over the period of deflation in prices. The best thing for the West now is immigration of the right class.

The price movement is downward and cannot be otherwise until we get from abnormal back to normal conditions. Therefore all business men and manufacturers must look forward to a declining market for the next twelve months to come and they will have to do business with little or no profit until the bottom prices have been reached. We do not think the process of deflation has been completed. We think it has only started and we believe that the price of all commodities has got to get back to about the level of the market previous to the war, and if it does not sink a little lower we will be very lucky. Therefore we have a long way to go yet.

In Western Canada we have a great many things to look forward to, especially in the way of natural resources. First of all, we have had a very open fall and the farmers have been able to do a lot of ploughing, and there is a great acreage of black land ready for spring seeding. There is plenty of fodder for our ranchers, and with the mild winter up to date the rancher will likely come through with little or no loss. There are a great many irrigation projects being put forth in order to put larger quantities of land on the market for farming purposes, which heretofore has been considered the dry belt. There are a great many large immigration schemes being put forward in the interest of immigration, and from all reports we get from the outside it looks as though our schemes will be very successful, and a large number of immigrants come into the country.

Paper and Lumber Industry

By E. W. Backus

President, Fort Frances Pulp & Paper Co., Limited.

THE supply of the principal items of raw materials entering into the manufacture of paper and lumber—namely, pulpwood, coal and logs, is far from plentiful. In fact, all of the reserved stocks of these commodities were used up in 1920. These items for use in 1921 will cost the manufacturers more than ever before. The labor supply in the paper and lumber industry is fairly adequate for its needs. The efficiency has improved somewhat during the last sixty days, but the wages of organized labor in and about the mills is at the same high level as heretofore, and will be during the existence of present contracts with the unions.

The market for our product during 1920 was good, but our entire output was sold under contract in December, 1919, at a flat price for the year, which proved to be unfavorable and entirely out of line with general market prices before we had passed the first six months. Lumber prices were good during the first six months of 1920, but during the last half of the year the decline went to the extreme, with the result that the market situation in that commodity is now in a deplorable state.

In my opinion, the process of deflation as a whole has not been completed. In some commodities the price has already gone too low, lower than can be maintained at a profit on any reasonable basis of production.

In others much lower levels will be seen. In other words, I believe if a fair average could be worked out of present prices to the manufacturer, high and low, the figures would represent a fair average for the coming year. I cannot comment on the export field, excepting in paper and lumber. In these commodities I believe past conditions will prevail, governed only by the volume of business on this continent.

In summarizing, I believe business during the early months of 1921 will be unsatisfactory as a whole. It will take time to find out where all the weak spots are. As soon as this is done I think confidence will be restored and business will work around and become normal in volume, but not in dollars and cents. Much, of course, depends upon how readily labor is willing to adjust itself to these new conditions.

The Stationery Industry

By Geo. H. Scott

Barber-Ellis, Limited, Toronto.

THE past year has been, we believe, throughout the whole trade an abnormally busy one. Our raw material, paper, has been difficult to secure in quantities sufficient for our needs and prices advanced steadily from the first of the year until June. Since that time they have remained practically stationary, with supplies coming in more freely toward the end of the year.

Wages have been maintained at the 1919 level and until the last two months of the year, the supply of trained employees was below our requirements. The wave of careful buying which has been in evidence has brought with it a slowing down of production and shorter hours, although we still maintain our complete staff.

From the information that we have, we believe that nowhere in Canada among the retail trade are to be found any very heavy stocks of our manufactured lines, and on this account we look forward to a good deal heavier buying in the spring.

The period of deflation for paper commodities is just beginning, and, although we look for a drop in the price of paper during the coming year, we believe that values will readjust themselves very gradually. The mills are still running behind and large quantities of paper are being exported.

Although at the present writing business is not so brisk as it was earlier in the year, there is a known world shortage of paper, and this fact alone should keep business at a high level. Taken into consideration with the shortages that exist in many other lines, the tendency should be toward good business, for at least the year 1921.

The Machinery Industry

By D. W. Coe

Canadian Mead-Morrison Co., Limited, Montreal.

WE have not found any great reduction, so far, in the price of raw materials, although some commodities have recently made a slight downward move, but not sufficient to lower the cost of production to any extent. We have experienced very great difficulty during the past year in securing the exact materials required, but lately we find the supply of such materials is improving, and we anticipate a considerable decrease in price during the coming year.

The fluctuations in prices or the lack of stability in the market has had a tendency to limit the purchases of equipment, as prospective customers have, during the entire year of 1920, been holding off in anticipation of lower prices.

There has been no material reduction in the price of finished products, and cannot be until there is a reduction in the price of raw material and labor. We do not believe that the process of deflation has been completed by any means, but we believe that this will now be brought about very rapidly.

The outstanding feature which would inspire confidence in business for the year 1921 is stability in prices. The necessity for houses, buildings, railroad improvements, public works and replacements is very great, and this work has been held off on account of high prices. Just as soon as the buying public reaches the belief that prices have become more or less standardized we believe there will be a big demand for machinery such as we manufacture.

Scarcity of Materials

By J. Herbert Hall

President Conduits Company, Limited, Toronto.

RAW materials are still very difficult to obtain. Prices are very firm, and, due to the acute shortage, likely to remain so for some time to come. The efficiency of labor is considerably increased. Wages have been increased through the year and we have no present intention of reducing same. If we were able to obtain more raw materials, we would take on more help. Market conditions have been very acute, due to the shortage of raw materials. There was an advance in prices in the United States during the year, but no change in Canada since April 15th last. We look for a firm market for some time. We have been unable to take on export business on account of shortage of material. The outlook is better for 1921 than for 1920, as

(*Continued on page 93.*)

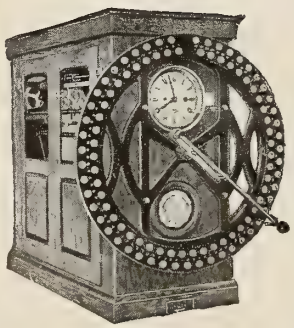
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NO—we don't mean that an employee is to work 10 minutes for nothing.

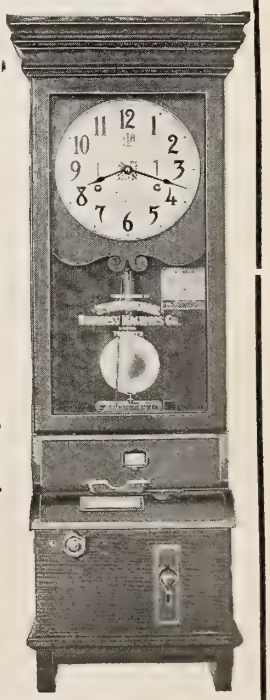
But we do mean that 50 minutes working time to the hour "doesn't go" any more. Lost minutes must be paid for by those who lose them.

The times are too serious to permit of the loss of working time. Every minute paid for must be delivered. "Ringing in" at 8 a.m. and starting at 8.15, must stop. Quitting work at 5.15 instead of the proper stopping-time, say 5.30, must stop. Costs must be reduced. One big important way is to be sure you are getting full value for every cent you spend—for working time or anything else.

International Time Recorders at the department or shop door will cut down waste in "walking time" or loitering between factory door and bench.

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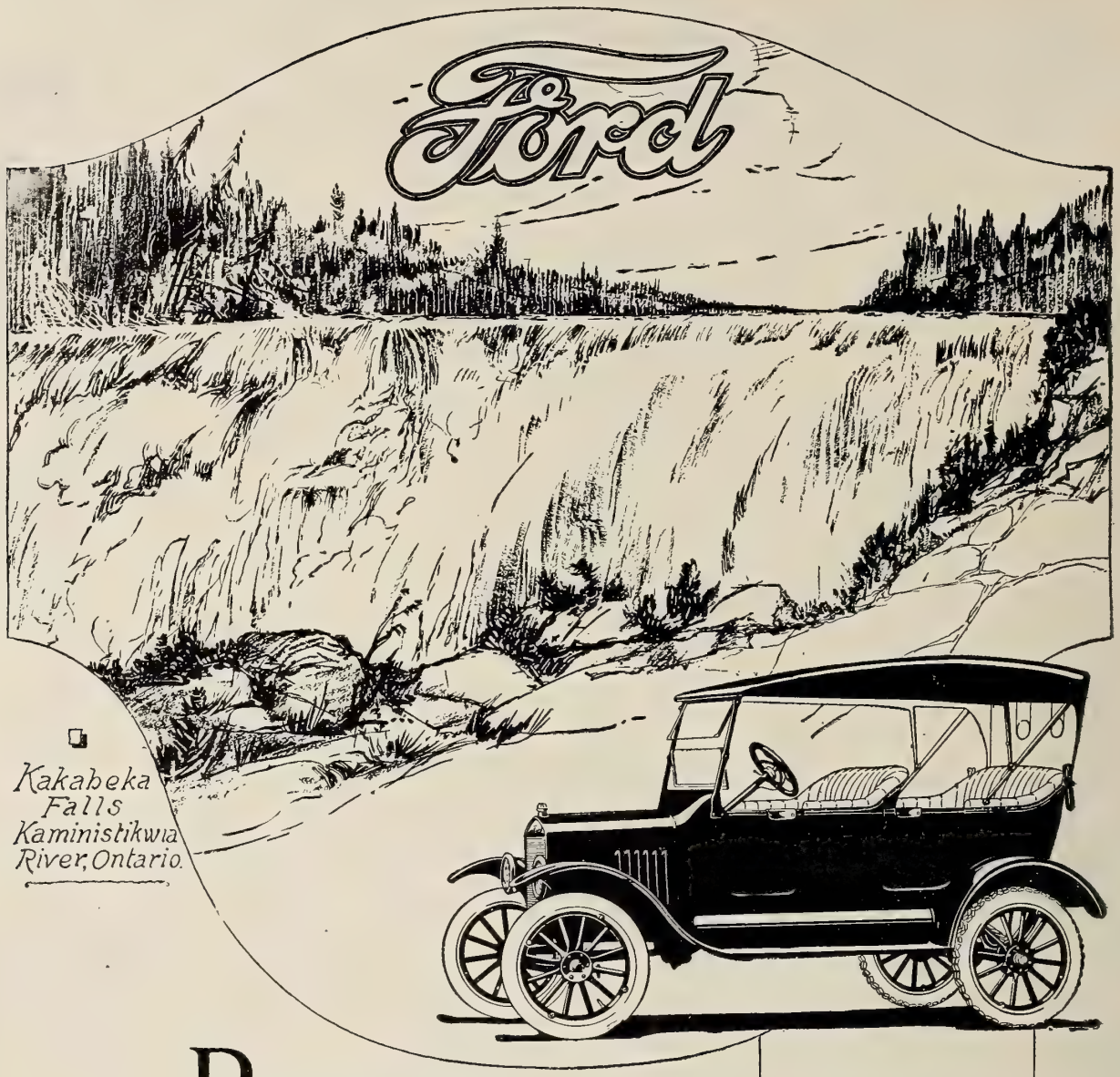
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TAX REVISION RECOMMENDED

At the Fifty-fourth Annual Meeting of The Canadian Bank of Commerce, Sir Edmund Walker, the President, emphasizes the desirability of replacing the Excess Profits Tax by a Sales Tax to encourage the establishment and expansion of industry

The year has been as full of highly important events as other recent years, but while much that has happened is very distressful indeed, many of our experiences have been natural and remedial even if disagreeable. War and famine are still present, although in a lessened degree, but assassination and other forms of murder, by men associated for that purpose, have grown to alarming proportions. As against these bad conditions, there have been fewer strikes and some improvement in the attitude and in the efficiency of workers generally. It must also be a source of genuine satisfaction to all fair-minded people that we are now fully entered upon that adjustment of prices, both for commodities and labour, upon the reasonable settlement of which all hope for our future happiness and prosperity rests.

The Strain on Credit

A year ago, we were still in the full tide of high prices, high wages, supplies unequal to the demand, inefficient labour, inefficient transportation, reckless spending and all the other concomitants of a world-wide inflation, based not on industrial enterprise, but on the creation of so-called wealth from the evidences of debt issued by Governments living beyond their means. Warnings that continuance meant ruin were not wanting, but they met with little more response than warnings usually do. There was widespread unrest, as labour did not remain satisfied with any strike adjustment which immediately met higher prices for commodities. Bankers found it impossible to grant credits which were steadily made larger by two proportions, larger quantities and higher prices. Thus, with the efforts of Governments to economize, came the lessening of the stream from which deposits are derived, and hence a curtailment of bank credits.

The Effect

This seriously affected the stock markets in the latter part of 1919, and as bank rates in Great Britain and the United States began to rise and the collapse in raw silk took place in Japan, other commodities began to follow, and raw silk, rubber, hides, sugar, cotton, manufactured textiles, clothing, boots and shoes, field products and meat in certain forms, one by one, have had declines in price, often sensational beyond anything in recent years.

Our Foreign Trade

Reviewing as usual our own foreign trade, we find the total of exports and imports for 1920 to be $2,351,174,000, as compared with revised figures for 1919 of $2,188,471,000, and for 1918 of $2,549,681,000. Unfortunately the increase over 1919 is almost entirely in imports, so that the increase in volume, far from being gratifying, is distinctly the reverse. With a slightly larger total of exports, we imported nearly 150 millions more than in 1919. Thus the excess of exports fell to the lowest point reached in the last four years. The fiscal year ends in March, but the unfortunate tendency of our foreign trade is much more evident when we compare the six months' period ending in September. During that period in 1919 our surplus of exports was $151,037,000, while in 1920 we have actually imported $151,145,000 more than we have exported, a change for the worse of over 300 millions and a complete reversal of our trade position. The position of our exports for the fiscal year, taken alone, is quite satisfactory. During the war our exports were swollen by the item of explosives, but this has now been reduced to small figures. It amounted to 386 millions in 1918, to 251 millions in 1919, and to only 12 millions in 1920; so that to keep our exports from diminishing we had to find new merchandise to export in 1920 amounting to about 240 millions, and we actually did so to the value of about 257 millions. The increases under the general headings are as follows: grain, flour and all vegetable products (except chemicals, fibres and wood), 127 millions; animals and their products (except chemicals and fibres), 69 millions; fibres and textiles, 6 millions; wood and wood products and paper, 59 millions; ships, 28 millions. Against this we have important declines in copper, nickel, gold, silver and other metals and metallic products of about 25 millions. In the six months' period ending September, we have, however, a great change. In grains, flour, etc., we have a loss of 45 millions; in animals and their products, 53 millions; in fibres, etc., 3 millions; in various other items, 15 millions; while in wood, paper, etc., there is a gain of 63 millions, and in iron, other metals and non-metallic minerals, there is a gain of 13 millions. The total shows a falling off of 40 millions.

Increase in Imports

It is in our imports that we have exhibited a most unfortunate lack of appreciation of individual and national responsibility. Our imports for the fiscal year ending in March were 145 millions larger than in 1919, but since one item connected with the war, articles imported for the Army and Navy, amounting in 1919 to 50 millions, has practically disappeared, we have gone wrong to the extent of nearly 200 millions. The excess of 83 millions in vegetable products covers such items as distilled beverages, 7 millions; fruits, 11 millions; rubber, 5 millions; sugar, 34 millions; tea, coffee, etc., 12 millions. The excess in animals and their products is 53 millions, of which the large items are: furs, hides, leather, etc., 30 millions, and meat, 16 millions. The excess in fibres, textiles, etc., is 53 millions, of which the large items are: cottons, 14 millions, silks, 11 millions; wool and its products, 23 millions. In the various forms of machinery and material coming under the heading of iron and its products, there are large increases and large decreases in individual items, the net result being an increase of less than 5 millions. In coal products there is a decrease of 16 millions. The whole result is bad, but it is trifling when compared with the six months' period ending in September. For this half year, in which our exports declined under each general head except wood, and metals and other minerals, we actually imported 152 millions worth of merchandise in excess of our exports. Except in the one item of animals and their products, there are increases of from nearly 50 to over 100 per cent. under all general headings.

Exports to Great Britain

The excess of exports to Great Britain, which in 1918 was as high as 779 millions, was in the fiscal year 1920, 370 millions, still a very satisfactory figure. For the six months' period, however, it fell from 236 millions in 1919 to 28 millions in 1920. The excess of imports from the United States for the fiscal year was 300 millions, against 272 millions in 1919. For the six months' period it was 210 millions against 135 millions in 1919. When we look at the third set of figures now supplied by the Government, that is, from September, 1919, to September, 1920, the full force of our extravagance is evident. In that period we exported less by 23 millions than in the previous twelve months, and we actually imported 440 millions more.

Fatuous Extravagance

It is painfully evident, however, that we waste our breath by setting out these figures year after year. Nothing but inability to buy will check such fatuous extravagance. Is it to be wondered at that people coming to Canada from Great Britain are shocked and profoundly astonished at such lavish expenditure of money at a time when the world is so full of real trouble.

The New United States Tariff

If we turn to the figures for our foreign trade we find that our exports consisted in value of 639 millions in manufactured articles and 648 millions in foodstuffs. These foodstuffs were shipped to Great Britain to the extent of 368 millions and to the United States to the extent of 134 millions. Foodstuffs thus form a most important part of our power to pay for imports of 801 millions from the United States, of which, by the way, 126 millions represent foodstuffs bought by us from them. Trade between countries, however much confused with foreign exchange and postponed settlements by sales of securities, is a matter of exchanging merchandise. How could we have imagined, therefore, that the United States,

THE CANADIAN BANK OF COMMERCE—Continued

the creditor nation of the world at the moment, while awaiting a revision of their tariff looking to higher protection, would pass in Congress a bill placing an embargo for ten months upon foodstuffs shipped by Canada and other countries, all of whom are doubtless depending on these products to pay for the products they are buying from the United States? These are the days of embargoes, tariff revisions, and newly devised schemes to preserve prices, which are doomed to readjustment, but we can only hope that the Senate will not approve of such unfriendly and destructive legislation. It is evident, in view of the present relations of the American and the Canadian dollar, that our rejoinder must be to put an end to an equal amount of purchases from the United States.

The Cattle Embargo

Reflection on the markets for our exports brings up the question as to how long the British embargo on Canadian cattle is to last. For about thirty years, during which time Great Britain has been supposed to be a free-trade country, our live cattle have been excluded from the British market, unless immediately slaughtered, on the pretext of the necessity of keeping British herds free from disease. No proof of any danger from our cattle has been shown, and it is generally admitted that the embargo is simply a case of extreme protection for British cattle breeders against the interests of the meat consumers of Great Britain, and particularly against the business interests of about 40,000 British butchers who wish it removed. May we not hope that in this day when the problem of feeding the people of Great Britain is so difficult, such an irritating obstacle may be removed? If the British meat consumer understands that there is nothing whatever the matter with Canadian live stock as such, and still desires this protection for cattle breeders at home, we of course have nothing to say, but we should like to feel sure that he does understand.

Our Field Crops

The value of the field crops of Canada for 1920 is estimated by the Dominion Bureau of Statistics at $1,636,664,000, as against revised figures for 1919 of $1,452,437,000. An important change has been made in the preparation of this report. Hitherto it has been prepared by the Bureau, for Canada as a whole. Now it has the benefit of consultation with each of the nine provincial departments of agriculture. The prices also are taken from those current in the respective localities, and in view of the falling tendency at present, the total estimate may therefore turn out to be too high. The increase in the estimate of about $184,000,000 is derived from increases in wheat of $172,000,000, in potatoes of $21,000,000, in hay and clover of $16,000,000 and in roots of $4,000,000, with decreases in oats of $10,000,000, in barley of $17,000,000 and in other grains of $2,000,000. We have about 100 million bushels more wheat than in 1919, so that the accuracy of the estimate depends much upon the price of this grain. We have 148 million bushels more of oats, the largest yield on record, yet the price has fallen so that the money value of the whole crop is $10,000,000 less than in 1919. On the other hand, hay and clover, while less in quantity, yield more, the price for hay being the highest in our history. Saskatchewan, with $412,000,000, and Ontario, with $396,000,000, provide about one-half of the value of all the field crops in Canada.

Mineral Production

From such information as we can obtain the total value of the mineral production of Canada for 1920 is probably $200,000,000. This compares with the great year of 1918, when the total was $211,301,000, and is well above 1919, when it fell to $176,686,000, because of the reaction following the war. In the rebound from this reaction there has been an increased production of coal, asbestos and other non-metallic products, and of pig-iron and steel, of copper, nickel, zinc and, in a slight measure, of gold. There has been a falling off in silver and lead. The production of coal, asbestos and zinc has been larger than in any previous year. The prices of metals, except silver, were well maintained during the first nine months of the year, and the decline later has not reduced the average below that of 1919.

The National Debt

The public debt of the Dominion, which at 31st March, 1919, was estimated as being under $2,000,000,000, is at 30th November, 1920, eighteen months later, stated to be $2,298,784,000, but against this are held certain non-active assets, consisting chiefly of railway loans and amounting to $284,015,000, which were heretofore deducted from the total. During the fiscal year ending March, 1920, expenditures chargeable to the war, amounting to $346,612,000, were made, followed by only $8,963,000 during the six months ending 30th November, 1920. We may therefore hope that the back of our direct war expenditure is broken. There is still due by Great Britain $162,000,000, and by foreign governments $45,000,000, but the amount due by Great Britain has been deducted in estimating the net debt. As the heavy payments caused by the war are now nearly at an end, we can, having regard to established systems of taxation, begin to estimate our actual position as to debt and our capacity to deal with it.

Sale of Securities

The sales of Canadian securities for 1920 have, of course, fallen to lower figures because of the absence of popular Dominion Government loans in Canada. The figures are as follows:

Security.	Amount.	Canada.	United States.	Great Britain.
Government	$113,455,500	$39,035,500	$74,420,000	
Municipal	58,994,728	49,312,496	9,682,232	
Railway	96,500,000	.....	96,500,000	
Public service corporation	11,500,000	200,000	11,300,000	
Miscellaneous	38,381,853	16,106,853	22,275,000	
Total, 1920	$318,832,081	$104,654,849	$214,177,232	
	100%	32.82%	67.18%	
Comparative figures for 1919	$909,383,728	$699,291,095	$204,987,500	$5,105,133
	100%	76.89%	22.54%	57%

We have again been given, by a most competent authority, an estimate of the amount of our securities held abroad. These are now estimated at $2,189,000,000 held in Great Britain and European countries, and $1,441,000,000 held in the United States. If we calculate the interest on the former, which were financed before the war, at 4¾ per cent., and on the latter at 5½ per cent. the total of our interest payments would be about $183,000,000 annually. Doubtless there are securities held abroad which are not included in this calculation, and the high rates lately paid for loans may increase the average beyond the rate of 5½ per cent., so that the actual amount we have to pay is doubtless midway between 183 millions and the sum of 190 millions suggested a year ago.

Shrinkage of Credit

A year ago the cry in every direction was for more production and more efficiency in labor, better and less costly conditions in transportation, and a cessation of Government borrowings and of credit inflation. The enormous quantities of unsold commodities at the present time seem inconsistent with the cry for greater production at that time, but it is doubtful if there is any real inconsistency. Except for stocks of certain commodities held by Governments who continued to exercise control over trade and did not liquidate these stocks at the close of the war, it is questionable if there are more commodities than the world needs for its ordinary comfort. The trouble does not arise from over-production, except as to luxuries, but from a sudden shrinkage of credit operations, a vast psychological change in the middlemen who buy and sell between the producer and the consumer, and following these factors, and to some extent because of them, from a sudden falling away of the buying power, and a distinct change in the desire to buy, of the people generally From a period of expansion marked by the most extravagant buying ever known, we have entered upon a period of liquidation. We are just as bent now on finding a sure bottom as we were on finding the dizzy top a year ago.

Decline in Prices

The Monthly Review of the Federal Reserve Bank in New York at the close of November quotes the decline in commodity prices from the peak as about 10 to 14 per cent, in Great Britain, 11 per cent. in Canada, in the United States various estimates from 14 to 33 per cent., in France 14 per cent., and in Japan 28 per cent. The decline of the past six months in the United States is said to be more abrupt than anything since the same period at the close of the Civil War. While there must have been countless perplexing and grave problems, often involving totals in money which were enormous relatively to past experience, it is greatly to the credit of modern banking in most countries that we have been able to meet these situations as they have arisen. Embargoes and moratoriums are still necessary, and the foreign exchange difficulties are not always subject to settlement by a mere premium or discount in the rate.

THE CANADIAN BANK OF COMMERCE—Continued

Cancellation of Orders

Trade with countries other than distressed Europe has been threatened with stoppage until bankers devised new expedients for bridging difficulties not met with for many years, if ever before. The stoppage in buying and, what is much worse and not creditable to modern conditions of trade, the cancellation of orders, have so disturbed the calculations of manufacturers and merchants that borrowings from the banks, and by note and bond issues from the public, have been necessary in the United States on a scale never known before. The liquidation which has set in will bring about easier monetary conditions as the natural accompaniment of less active trade and the decline in prices, and, unfortunately, we can already see that many will be out of employment during the coming winter.

Unemployment

In the United States, as usual, movements are more acute than in Canada, and in some branches of trade, such as motors and clothing, employment has fallen as much as 50 to 75 per cent. On the whole, what with some trades in a better condition and with labor needed in farming and lumbering, heretofore very short of workmen, the lessening of employment is not very prevalent as yet. The unemployed of course congregate in the cities and raise grave questions which had better be met by public works, where labor is given in exchange for pay, than by doles which tend to break down the individual effort on which our society is based.

Immigration Increases

It is unfortunate, although quite natural, that at such a moment immigration shows its first great movement since the war. In 1913 a trifle over 400,000 immigrants came to Canada, and in 1914 about 385,000, so that, but for the war, 1914 would clearly have been a record year. During the war the immigration was nominal, only 50,000 to 75,000 annually, but in 1920 the figures reached about 120,000, with the promise of a much more active movement as soon as rates are lower and passages more easily obtained. In 1913 immigrants came from the following sources: Great Britain 150,000, United States 139,000, and all other countries 113,000. In 1920 the proportions were 59, 49 and 8. In both years the immigrants spread themselves reasonably well over Canada, Ontario, however, receiving twice as many as any other province. The proportion of immigrants from the United States who are farmers is about the same as before the war, and doubtless many others from that country are land seekers, but the proportion of farmers or farm workers from other countries, including Great Britain, is much smaller than before the war. We must hope that the present readjustment going on throughout the world will increase the number of land-seekers, because although we must prevent undue immigration while our own people want work, we shall always desire as many as possible to go on the land for a living.

The Soldier Farmer

In connection with the land settlement and post-war work for our soldiers, a recent report of the Soldier Settlement Board is encouraging. The plan provides for loans for buying land up to $5,000, or 90 per cent. of the value, in each case, amortized over 25 years on the basis of five per cent. interest per annum, and for loans up to $2,000 for stock or equipment, payable in six amortized payments on the same interest basis, and of $1,000 for permanent improvements payable in the same manner as the land purchase. Over 57,000 soldiers have applied under the plan, over 41,000 have qualified and 20,000 are already on the land, while over 1,000 are in training with farmers. To settle these 20,000, slightly under 80 million dollars has been necessary, as against a possible 160 millions under the Act. Soldiers have made first payments amounting to four millions, while crops have already enabled further payments of nearly two millions to be made. In the prairie provinces alone, the soldier farmers have produced about 20 million bushels of grain.

The care taken in estimating the qualifications of each applicant for successful farming, in selecting the land, in buying stock and implements, the latter at wholesale prices, in counselling and aiding in many ways those who have not yet made good—all suggest an admirable effort to carry out a plan of land settlement, the importance of which reaches far beyond the mere aid to the returned soldier, although that is the prime consideration. Where there are applicants who cannot make the initial payment, the various bodies aiding distressed soldiers are appealed to, and, of course, there are failures after all precautions have been taken. In 150 cases, involving an investment by the Government of $575,000, only about $10,000 was lost. The report closes with suggestions regarding land settlement generally, which it is hoped will have the consideration due to such an important question

Pensions to Soldiers

Perhaps no new form of national expenditure caused by the war interests us so widely as the pensions paid to our soldiers. On the one hand there is an intense desire that justice be done to those who fought for us, while on the other hand there is a grave sense of the weight of the obligation falling upon the new generation to pay such a huge sum annually, in return for which there is not, directly or indirectly, any relative production of national wealth. At the end of 1919 there were 86,429 pensions being paid, at a cost of about $1,800,000 monthly. During the year, by the payment of $5,710,000, pensions were commuted to the extent of 14,292, and the number of pensions in force at the end of 1920 was 73,278. Further commutations are expected, bringing the total to about 18,000, on which about $7,200,000 will have been paid. At the moment our monthly outlay for pensions is about $2,500,000, but commutations will probably reduce this to about $1,850,000.

Taxation

In speaking last year about the manner of distributing the taxation necessary to carry our debt and to administer the Government, we expressed the opinion that if the annual payments are obtained by reasonably fair taxation, so levied that the taxes do not become a cause of restraining our industries, we shall not fail to win through, but to accomplish this much study of the subject is necessary. It must be admitted that the war has imposed upon Governments the necessity for collecting an amount of taxes beyond any past experience, and it should be evident that the total required can only be obtained by contributions on some scale from practically the whole body of the people. It is quite true that regard must be had to the capacity of the individual to pay, but in levying super-taxes no folly can be greater than to overlook the effect of excessive taxation on our industrial activities, not only as to future growth, but as to the present power to give employment to the wage-earner. We do not hesitate to say, now that the war is over, that some of the present forms of Dominion taxation, while justifiable during the war period and the period immediately succeeding it, are in danger of becoming destructive of enterprise and perilous to our future if not altered. As the forms of taxation to which I shall allude are similar to those of other countries in which the same evil results are apparent, and in which the tide of opposition is rising rapidly, I trust my remarks will not be regarded as a criticism of our Government, whose tasks during the war and since have been most difficult and onerous. We must suppose that these forms of taxation are experiments which are subject to speedy change if found to be too burdensome and unfair.

Tax on Sales

As against the "luxury" taxes now happily at an end, we have steadily urged a turnover tax of one per cent. on sales of commodities. We are aware that criticism, only however regarding certain details, of this form of tax have been made in the Tentative Report of the Tax Committee of the National Industrial Conference Board of New York, but these have been answered by the Chairman of the Business Men's National Tax Committee. One of the arguments made in the United States against it is that any tax which bears in the same rate upon the small earner as upon the large is unfair. But this is accompanied by the belief that a turnover tax would provide such a revenue as to displace the excess profits tax. I beileve it would only provide a substratum of tax revenue, in which it is true that all would join alike, paying in precise proportion to their expenditures for commodities, but the manner in which those who have larger incomes would be taxed through the income tax would provide for that difference in treatment which modern taxation recognizes. A small tax on the sales of commodities and real property in Canada would hurt so little, would be so fair, would be so easily collected, and would produce such a very large sum, that to fail to levy it seems excusable only if it can be shown to be impracticable.

THE CANADIAN BANK OF COMMERCE—Continued

Surplus Profits Tax

We are levying heavy surplus profits taxes, and many well-intentioned people think that we are justly punishing the so-called profiteer, but we are really killing the goose that lays the golden egg. When he can do so, he doubtless passes the tax on to the consumer, and escapes punishment himself, and the tax thus becomes a boomerang as far as the public are concerned. If we clearly know what we mean by a profiteer and can find him, let us punish him in such manner that the penalty imposed cannot be passed on to the ultimate buyer. But in ordinary cases, which affect by far the greater part of the business community, we are taking from enterprise the profit with which further enterprise would be created. It is from the accumulated profits of a business that growth both of plant and scope of operations mostly becomes possible. What do we think will happen if we steadily take such a large share of that profit away? It will be said that some concerns make too much money. But, as we argued a year ago, that should be demonstrated by the relation not of profits to capital but of profits to turnover, measured again by the proportion of possible turnover to capital. The manufacturer who turns his capital over many times, serving the public for a trifling profit on each sale, but making a large return on his capital because of his skill and activity, should surely not be punished by excessive taxation for being an excellent servant to the people. The tax is universally admitted to be unscientific and will do incalculable damage if continued. It was justified only by war conditions and only for the period of their duration.

The Income Surtax

The surtax features of the income tax when carried to the extreme percentages now in effect, are little less unwise and unfair than the excess profits tax. Those who are large shareholders in business enterprises should be ready to take up new share issues in such enterprises, as extensions may prove necessary. Taxation which first takes a large share of the profits from the company, and then a large share of the dividends of the same company because they happen to be part of a large private income, may seem to be sound policy to many, but if what we seek is the general good, it is deadly in its effects upon business enterprise and industry. I believe every good citizen in Canada wishes to pay for part of the cost of the war. He only desires that his ability to pay shall be regarded. A tax on the turnover of all business transactions would punish no one, and yet would mean the reaching of a most important sub-stratum of the national income, in the creating of which everybody has joined. Upon real luxuries an excise tax might well be placed without resulting injury to trade. The articles selected should manifestly be luxuries in the strict sense of the term and clearly recognized as such by the general public.

Profits and Taxes

We are at the moment having illustrations both of the injustice and of the unreliability, as a form of Government income, of the excess profits tax in Canada and the United States. Business men who in a time of high prices would not regard whatever value they might put upon merchandise in stock at the close of their financial year as anything but a *pro forma* method of closing their books, and who would keep large balances in Profit and Loss Account as a contingency against a fall in prices, are forced to fix a price for such merchandise, and also to fix, to the satisfaction of the Government, the reserves to be kept against such re-valuation. As a result, in the United States at the moment, countless firms who in the great fall in commodity prices have lost a large share of all that has been made in several past years, look in vain for that so-called "excess profit" which the Government exacted from them, and I fear that there are at least a considerable number of business establishments in Canada in the same predicament. The Government is to be a partner in the business when profits are made, but not when losses are made. It is obvious that such a form of revenue must be subject to too great contingencies to be reliable. In the interest of all we must find a system of taxation which will do the least possible mischief to enterprise, instead of making men unwilling to take new risks because the Government seizes so much of the results when there are any and does not share either the risk or the loss.

Increase National Income

While we must for the time being levy enough taxes in some form to pay our interest charges, and to make, as we hope, some steady if slow reduction of the national debt, we should always bear in mind that it is only by the growth of our national income that we can expect again to reach a time when taxes will not be a drag upon our prosperity. We need more people upon the land, but we need more industries as well. We pay away yearly vast sums for imports, many of which should be unnecessary. We have untouched stores of raw material for many kinds of manufacturing, the non-use of which is even more serious to Canada from the point of view of national finance than unploughed land. We export food by which our foreign debts are partly paid, but we import what we should make ourselves, and thus create foreign debt. The present high rate of exchange on New York is the concrete expression of this debt, not only of that being created to-day, but in the form of annual interest payments, of all the foreign debt we have created in the past.

Research Work Imperative

We have iron ores in plenty, but we do not spend enough on research to ascertain their status in relation to other ores in the United States on which we steadily depend. We have about 15 per cent. of the coal areas of the world, so far as such areas are accurately known. It may be that science cannot remove impurities and reassemble the coal so as to make transportation charges possible, and thus relieve Ontario of its great drawback, and the nation of its vast expenditure for the importation of this article, but research should be persistent until we are assured that such is the case. We have lately developed manufacturing processes in which chemistry is the main feature and others dependent on cheap water-power, and through these the triple benefit comes to us of giving employment, of enlarging the market for those who sell food and the other necessaries of life, and of offsetting or lessening by the selling value of the home-created product, the cost of those imports which are the main cause of our present difficulties. We are very glad indeed that our Dominion and Provincial Governments all spend large sums of money in educational and other ways, to aid agriculture. The Dominion Government and some of the provinces also do something in the way of research for other industries, but we have come to a juncture where, along with the ordinary desire for progress, comes the heavy pressure of national debt which can only be relieved by increased production. For this we need research in countless directions, and in addition to what is now being done, I hope liberal aid will be given to all of our universities and that the scope of our Government research work may be enlarged.

Trade with West Indies

A very interesting convention took place in May and June, at which representatives of the West Indies and British Guiana met the Canadian Government in an effort to increase our trade with each other and improve our means of intercommunication. It is said that this is the first time that representatives of all the islands and of the adjacent mainland have met together, and it is gratifying to record that these colonies, which form in one sense a unit of the empire, came together to discuss Imperial questions with Canada. As a result, an agreement between Canada and some of the West Indian group came into force on 2nd June, and a further agreement, which included the remaining members, was made on 18th June, subject to ratification by all the parties thereto, and in which all of the delegates present at the conference concurred. These agreements are based upon an increase of the mutual preference now granted, an enlargement of the list of products to which the preference extends, and on co-operation in procuring and maintaining better steamship transportation and, if possible, better cable communication. If we consider the adjacency of the United States to the West Indies and the special relations to the latter of the great fruit company with its lines of steamers, we can readily understand that our hope of a large and reasonably quick development of trade with these parts of the Empire depends on the steamship and cable services we are able to create and maintain. Nothing but the best, both in kind and in administration, will be of much use. In addition to this West Indian Convention, we had the Imperial

THE CANADIAN BANK OF COMMERCE—Continued

Press Conference and the Congress of the Chambers of Commerce of the Empire. We cannot doubt that such meetings of men important in Imperial affairs will both widen our outlook and strengthen our determination that the British people shall merit the leadership in the world's advancement.

A Year Book

Over thirty years ago this Bank began the, at that time, quite unusual practice of presenting at the annual meeting, in the addresses of the President and the General Manager, a review of the industrial conditions of the area in which the Bank was interested. As this widened from Ontario to other parts of Canada, then to the whole Dominion and to various parts of the United States, later to Great Britain and Newfoundland, and now to the West Indies and South America, it has been necessary to change the manner of imparting this information to our shareholders and to the public. Until 1913 the effort to incorporate it directly in the addresses was continued. Then it was decided to present it in what has been called a Review of Business Conditions, in the extended form in which it reaches us from the Superintendents and other officers who make these annual reports to Head Office, and this has been supplied with the annual report to the shareholders and the public. About four years ago the bank found it desirable to establish its Monthly Commercial Letter, which has made for itself a very extensive circulation, and it has now been concluded to publish as early as possible after the annual meeting, a Year Book, in which the Review of Business Conditions, now grown to larger proportions than ever, will appear, together with material of special interest gathered from the Monthly Commercial Letter and from other sources.

The Sin of Extravagance

Among the lights and shadows of the world there are at the moment too many shadows to warrant anything but anxious care. You have heard from the General Manager the results of the best year the Bank has ever had, and thus far we have not much evidence of a decline in the spending habits of our people or that hard times are ahead of us. We know, however, that here as elsewhere all prices, whether of commodities or of labor, must be reduced to a more reasonable basis, and the effect of the world's lower price for farm products is already plain to all. When this readjustment has reached the retail shop and a new basis of values has been generally accepted, a genuine prosperity will arise throughout the world in which we shall have a large share. We shall merit and we shall secure that prosperity in proportion to our good sense in realizing now that our particular sin is extravagant expenditure and willingness to incur debt.

The report was adopted unanimously. Messrs. T. Harry Webb, C.A., and Douglas Dewar, C.A., were appointed auditors, and the usual votes of thanks to the directors and staff were passed. The meeting then adjourned.

Synopsis of Proceedings Before the Tariff Commission

(*Continued from page* 60.)

general brief on behalf of the organized farmers, which reiterated former arguments.

Jan. 4.—Louis Simpson appeared to discuss the suggested alteration in the age of employment of young persons in factories. He also dealt with the tariff, speaking in favor of protection, but urging that the tariff should be made more scientific.

C. H. Houson, vice-president Dominion Sugar Co., Limited, Chatham, submitted a statement containing facts relating to the sugar-beet industry of Canada. This was supplemented by a number of affidavits from Belgians, who had settled in Kent County and were growing sugar beets. They showed how prosperous these Belgian farmers had become.

H. J. Horsfield, president John Layton Co., Inc., importers of frozen and dried eggs, egg yolks and egg albumen, presented a statement in which he asked that all these products be placed on a specific rate of so much per pound.

N. L. Martin, chartered accountant, Toronto, presented a brief on behalf of the glass merchants of Canada, in answer to the memorandum of J. W. Hobbs, asking for an increase in the tariff on glass.

R. W. Gladstone, representing the Canada Ingot Iron Co., Limited, Guelph, asked for a separate tariff item classification for their raw material, a suggested reading being:—"Galvanized iron or steel sheets, eighteen gauge and heavier, when imported by manufacturers of corrugated iron or steel pipe for use only in the manufacture of corrugated iron or steel pipe in their own factories." This would be on a duty free basis.

Norman Guthrie, K.C., appeared on behalf of the Miller Saw-Trimmer Co., of Pittsburgh, and asked for certain changes in classification of their press-feeders. He was supported by C. G. Cope, who explained the nature of the machine.

J. R. Harrison, on behalf of Pilkington Bros., Limited, glass manufacturers, Thorold, dealt with the tariff on glass and asked that the general tariff on window glass be 15 per cent., instead of 12½ per cent., as at present, but that the other items of the tariff covering flat glass remain as they are.

George B. Kidd, K.C., on behalf of the owners of iron ore properties in the eastern portion of Ontario and in the counties of Wright and Pontiac, Quebec, asked for assistance in developing these properties.

Ship Repairing Industry

By E. W. Izard

Yarrows, Limited, Victoria, B.C.

IT would appear to us that there is a downward trend in the price of raw materials. Deliveries are better and dealers pay better attention to our orders; all of which is due to the supply of materials becoming equal to the demand. There has also been a slight tendency for wages to come down and the efficiency of the workmen is improving.

During 1920 there was a decided decrease in the amount of shipping orders, but towards the end of the year there has been a slight improvement, and in our particular line, which is ship repairing, we have been fairly busy, but competition has been keen and prices low.

I do not think that the downward trend of prices is complete, as there is every sign of wages being reduced, and also the cost of raw materials are likely to go lower.

The outlook for 1921 appears to be fair, but on this coast we are likely to be handicapped by the recent great increase in the freight rates, as most of our stuff has to come by rail; also it is causing the slowing down of the lumber business, which is one of the main industries of British Columbia.

St. Thomas Industries

TWO new companies, the Nobility Chocolates Company, Limited, and the St. Thomas Box Company, Limited, have been incorporated to take over the interests of Nobility Chocolates, Limited, and St. Thomas Boxes, Limited, respectively. Of the two new companies the former is capitalized at $1,000,000 and the latter at $40,000. The officers and directors of both are, Geo. D. Fisk, formerly of the Rockland Chocolate Company, Limited, president; Peter H. Kolb, St. Thomas, vice-president; William G. Seigner, St. Thomas, secretary-treasurer; Thomas Agar and Frank Hughes, of Toronto, directors.

The plant of the Nobility Chocolates Company, Limited, is 60 x 150 feet, four storeys and basement. All lines of candy package goods and solid chocolates will be manufactured. The company will import and grind their own cocoa beans. Operations have already commenced, and when the plant is running to full capacity from one hundred and fifty to two hundred will be employed.

UNION BANK OF CANADA

56th Annual Statement—30th November, 1920

Fifty-sixth Statement Reveals Very Strong Cash Position Built Up During Past Year—Total Assets Increased $60,000,000 Since 1916—Savings Deposits Again Show Marked Increase—Quick Assets to Liabilities Increased from 47.23% to 54.35%—There are Now 393 Branches and Agencies.

The Fifty-sixth Annual General Meeting of the Shareholders of the Union Bank of Canada, was held at the Head Office of the Bank, in the City of Winnipeg, at twelve noon, on Monday, January 10th, 1921.

The President, Mr. JOHN GALT, in the chair.

DIRECTORS' REPORT

The Directors have pleasure in presenting their report, showing the result of the business of the Bank for the year ended November 30th, 1920.

During the year 15 branches and agencies were opened, and 10 were closed, as follows:

Offices Opened

Province of Ontario, 6—Honeywood, Mansfield, Minesing, Oshawa, St. Ann's, Toronto (Dawes and Danforth).

Province of Manitoba, 2—Benito, McConnell.

Province of Saskatchewan, 5—Birch Hills, Carmel, Mossbank, Pinkham, Saskatoon (West Side).

Province of Alberta, 2—Calgary (Stock Yards), Edmonton (Stock Yards).

Offices Closed

Province of Manitoba, 5—Graysville, Homewood, Margaret Roseisle, Winkler.

Province of Saskatchewan, 2—Kyleville, Scott.

Province of Alberta, 3—Alcomdale, Grassy Lake, Loyalist.

The number of branches and agencies in operation at the close of business on November 30th was 393.

The number of staff employed at close of business on November 30th was 2,303.

The usual inspection of all branches and agencies has been made.

In accordance with an announcement made by him at the last Annual Meeting, Mr. R. T. Riley, Vice-President of the Bank, has recently resigned from the Board to devote more time to his own affairs, and Mr. W. R. Allan has been elected Vice-President to succeed him.

To fill the vacancies on the Board, Messrs. G. M. Black and D. N. Finnie, of Winnipeg, have been elected Directors.

JOHN GALT,
President.

PROFIT AND LOSS ACCOUNT

Balance at credit of account, 29th November, 1919	$198,222.87
Net profits for the year, after deducting expenses of management, interest due depositors, reserving for interest and exchange, and making provision for bad and doubtful debts and for rebate on bills under discount, have amounted to	1,603,842.39
	$1,802,065.26
Which has been applied as follows:	
Dividend No. 132, 2½ per cent., paid 1st March, 1920	$198,247.45
Dividend No. 133, 2½ per cent., paid 1st June, 1920	199,988.80
Dividend No. 134, 2½ per cent., paid 1st September, 1920	199,996.30
Dividend No. 135, 2½ per cent., payable 1st December, 1920	200,000.00
Bonus to Shareholders of 2 per cent., payable 1st December, 1920	160,000.00
Transferred to Rest Account	400,000.00
Written off Bank Premises	150,000.00
Contribution to Officers' Pension Fund	50,000.00
Contribution to Sick Benefit Fund	15,000.00
War Tax on Bank Note Circulation to 30th November, 1920	79,536.24
Balance of Profits carried forward	149,296.47
	$1,802,065.26

General Statement of Liabilities and Assets as on November 30th, 1920

ASSETS

Gold and Silver Coin	$1,609,944.49	
Dominion Government Notes	16,976,372.00	
		$18,586,316.49
Deposit with the Minister of Finance for the purposes of the Circulation Fund		$365,000.00
Deposit in the Central Gold Reserves		5,000,000.00
Notes of other Banks		818,333.00
Cheques on other Banks		9,180,179.97
Balances Due by Other Banks in Canada		158,330.90
Balances due by Banks and Banking Correspondents elsewhere than in Canada		4,551,868.87
Dominion and Provincial Government Securities not exceeding market value		8,790,636.23
Canadian Municipal Securities, and British, Foreign and Colonial Public Securities other than Canadian		11,900,843.26
Railway and other Bonds, Debentures and Stocks not exceeding market value		3,581,988.10
Call and Short (not exceeding 30 days) Loans in Canada, on Bonds, Debentures and Stocks		5,418,177.66
Call and Short (not exceeding 30 days) Loans elsewhere than in Canada		3,119,133.31
Demand Loans in Canada secured by grain		10,732,755.47
		$82,203,563.26
Loans to Governments and Municipalities		$7,648,176.39
Other Current Loans and Discounts in Canada (less rebate of interest)		69,849,784.93
Other Current Loans and Discounts elsewhere than in Canada (less rebate of interest)		4,496,251.20
Real Estate other than Bank Premises		229,079.49
Mortgages on Real Estate sold by the Bank		135,499.43
Overdue Debts, estimated loss provided for		162,403.97
Bank Premises, at not more than cost, less amounts written off		985,969.61
Liabilities of customers under Letters of Credit, as per contra		3,450,511.93
Other Assets not included in the foregoing		44,205.18
		$169,205,445.39

LIABILITIES

Capital Stock		$8,000,000.00
Rest Account	$6,000,000.00	
Balance of Profit and Loss Account carried forward	149,296.47	
	$6,149,296.47	
Unclaimed Dividends	17,838.68	
Dividend No. 135, payable 1st December, 1920	200,000.00	
Bonus to Shareholders, payable 1st December, 1920	160,000.00	
		6,527,135.15
		$14,527,135.15
Notes of the Bank in circulation	$12,673,644.00	
Deposits not bearing interest	49,714,051.67	
Deposits bearing interest	85,610,464.14	
Balances due to other Banks in Canada	627,615.47	
Balances due to Banks and Banking Correspondents elsewhere than in Canada	2,601,010.53	
		151,226,785.81
Acceptances under Letters of Credit		3,450,511.93
Liabilities not included in the foregoing		1,012.50
		$169,205,445.39

UNION BANK OF CANADA—*Continued*

Report of the Auditors to the Shareholders of the Union Bank of Canada.

In accordance with the provisions of subsections 19 and 20 of Section 56 of The Bank Act, we report to the Shareholders as follows:—

We have audited the above Balance Sheet with the books and vouchers at Head Office and with the certified returns from the Branches.

We have obtained all the information and explanations that we have required, and are of the opinion that the transactions of the Bank which have come under our notice have been within the powers of the Bank.

In addition to our verification at the 30th November, we have, during the year, checked the cash and verified the securities representing the investments of the Bank at its chief office and principal branches and found them to be in agreement with the entries in the books of the Bank relating thereto.

In our opinion the Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the affairs of the Bank, according to the best of our information and the explanations given to us, and as shown by the books of the Bank.

T. HARRY WEBB, E. S. READ,
Auditors of the firm of
GEORGE A. TOUCHE & CO.

Winnipeg, 20th December, 1920.

JOHN GALT, President. **H. B. SHAW,** General Manager.

Supplementary Reports on Business

(*Continued from page* 83.)

stabilization of prices and lower labor costs will undoubtedly lead to a better condition in building lines. A great deal of building during 1920 was suspended, due to the scarcity of materials. This condition is slowly righting itself and many buildings urgently needed will undoubtedly be started this spring. The above does not apply to house-building in which our materials are not used to any great extent, but to the larger type of coustruction, such as hotels, office buildings, etc.

Improvement by Spring

By W. A. Brophey
Tooke Bros., Limited, Montreal.

WE have a plentiful supply of raw materials and at lower prices than prevailed six months ago. We have a fair supply of labor, but at the present time wages are at the highest. The state of employment in our industry is that the employees are more efficient than they have been for some months past. There are quite a number of operators laid off by some of the factories, but we have not laid off any to speak of as yet.

Demand has been greater than the supply up till October. Since then, with the cancellations, etc., we have been able to get partly caught up with our orders. The spring 1921 demand for shirts has been fair, but there are a great many large buyers that have not placed for spring as yet. The price movement of finished products is on the downward grade. We, ourselves, have passed on to our customers revised prices, and will continue to do so whenever we have a revised price from the mills. We hope the process of deflation is complete, and we think we have seen the worst of it.

The outlook for 1921 looked fairly bright when our representatives started out with spring samples, and the orders were quite plentiful, but when the *buying strike* of the consumer became so marked, it makes the outlook for spring not very encouraging, although we feel that a big improvement should start in with the early spring. We have no reason to become pessimistic on the future outlook, as Canada has a wonderful future before it.

The Leaders on the Tariff Issue

KING

(*Continued from page* 61.)

raw materials, but consumers also gain in the lessened cost of many of the essentials of life.

With the Liberal Party, the main concern respecting the tariff is not Free Trade or Protection; it is revenue, and the simultaneous development of industry in such manner as is likely to serve best the interests of the Canadian people. With the revenue which will be required for years to come to meet the large interest payments on public debt, the obligations to our returned soldiers in the way of pensions, and in other respects, as well as what will be necessary to carry on the ordinary work of government in Canada, there will be required for purposes of revenue—wholly irrespective of what it may be possible and advisable to raise by direct taxation of incomes, business profits, or luxuries—large sums of money which of necessity will have to be raised by indirect taxation through a customs tariff.

Such tariff as may be necessary in this connection will be, under Liberal policy, a tariff for consumers and producers, not a tariff to further the interests of combines, monopolies, or any special or privileged classes. It is not honest to say that we can do away with the tariff. We can revise it in the light of what may be shown to be most in the interests of the people as a whole, and that is our policy.

CRERAR

(*Continued from page* 61.)

sands of hard-working people on the border-line of starvation to-day in this country of such natural riches? Go to Prince Edward Island, the most purely rural community in Canada, and then cross over to the industrial area in Cape Breton and judge which is the healthier and happier society. Can it be seriously argued that John Thomson, growing grain, and Marie Guerin, making butter on an Eastern Township farm, are not both happier, healthier and greater contributors to the national wealth than the same pair of people making tire fabrics or cheap jewelry out of imported raw material in a Sherbrooke factory?

There is great lamentation about the amount of our imports and the state of the exchange, but it should not be forgotten that raw materials for our manufacturers comprise a large part of our imports. Does anyone think our fiscal position healthy? Our imports far exceed our exports and we have to send millions yearly abroad to pay interest owed to external creditors for bonds, mortgages and other forms of their investments. The fact is that as a nation we cannot hope to reach a stable economic basis until a change in our fiscal system gives freer play to our natural industries. When they are allowed to flourish as they might, our export figures will increase and our urban industries will prosper as never before.

Denatured Alcohol

(*Continued from page* 72.)

ing precious metals, soldering flux, stains, stencil paper, tin foil and bottle caps, transparent paper, water colours, wool fat, wood finish, wood filler, celluloid and similar products, synthetic camphor, white petroleum oils, cigars, cigarettes, smoking and chewing tobacco, deodorants, fulminate of mercury, purification of rubber, photo engraving, milk products, smokeless powder, vinegar, artificial ivory, tooth paste, meat branding inks, etc.

There are many other purposes to which denatured alcohol can be employed to advantage. The manufacturers of Canada have now a privilege in their hands which should contribute very considerably to their efficiency and profit, and there is in their hands the power to make full use of one of the most useful pieces of legislation which has beeu passed for the benefit of industry in a great many years, or it is possible for them to neglect it and lose one of their best opportunities for development.



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"JUST ORDINARY"

The poor mut dog wears no brass collar.—He, she, or it, has no name.

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Sales Repetition

SALES REPETITION

Can't buy a sponge by name, can you? Who wants to know a sponge anyway? I do! I've just finished one and want another like it.

THE DOMINION BANK

At the Fiftieth Annual General Meeting of the Shareholders of The Dominion Bank, held at the Head Office in Toronto, on 26th January, 1921, the following statement of the affairs of the Bank as on the 31st December, 1920, was submitted:

General Statement

LIABILITIES

Capital Stock paid in		$6,000,000 00
Reserve Fund	$7,000,000 00	
Balance of Profit and Loss Account carried forward	669,218 16	
Dividend No. 153, payable 3rd January, 1921	180,000 00	
Bonus, one per cent., payable 3rd January, 1921	60,000 00	
Former Dividends unclaimed	921 00	
		7,910,139 16
Total Liabilities to the Shareholders		$13,910,139 16
Notes in Circulation	9,159,886 00	
Due to Dominion Government	7,000,000 00	
Deposits not bearing interest	$20,051,816 72	
Deposits bearing interest, including interest accrued to date	84,889,439 45	
		104,941,256 17
Balances due to other Banks in Canada	806,717 59	
Balances due to Banks and Banking Correspondents elsewhere than in Canada	914,116 78	
Bills Payable	67,104 20	
Acceptances under Letters of Credit	1,823,472 17	
Liabilities not included in the foregoing	640,401 08	
Total Public Liabilities		125,352,953 99
		$139,263,093 15

ASSETS

Gold and Silver Coin	$2,092,477 15	
Dominion Government Notes	18,052,783 25	
Deposit with Central Gold Reserves	4,000,000 00	
Notes of other Banks	1,104,306 27	
Cheques on other Banks	7,530,033 85	
Balances due by other Banks in Canada	1,005 25	
Balances due by Banks and Banking Correspondents elsewhere than in Canada	1,881,011 95	
	34,661,617 72	
Dominion and Provincial Government Securities, not exceeding market value	5,106,158 31	
Canadian Municipal Securities, and British, Foreign and Colonial Public Securities other than Canadian, not exceeding market value	9,956,980 78	
Railway and other Bonds, Debentures and Stocks, not exceeding market value	1,810,680 54	

ASSETS—Continued.

Call and Short (not exceeding thirty days) Loans in Canada on Bonds, Debentures and Stocks	7,646,420 30	
Call and Short (not exceeding thirty days) Loans elsewhere than in Canada	5,139,899 60	
		$64,321,757 25
Other Current Loans and Discounts in Canada (less rebate of interest)	66,216,946 21	
Other Current Loans and Discounts elsewhere than in Canada (less rebate of interest)	523,395 60	
Liabilities of Customers under Letters of Credit, as per contra	1,823,472 17	
Real Estate other than Bank Premises	5,408 76	
Overdue Debts (estimated loss provided for)	80,913 40	
Bank Premises, at not more than cost, less amounts written off.	5,631,453 83	
Deposit with the Minister of Finance for the purposes of the Circulation Fund	309,575 00	
Mortgages on Real Estate sold	19,326 41	
Other Assets not included in the foregoing	330,844 52	
		74,941,335 90
		$139,263,093 15

E. B. OSLER, President.

C. A. BOGERT, General Manager.

AUDITORS' REPORT TO SHAREHOLDERS

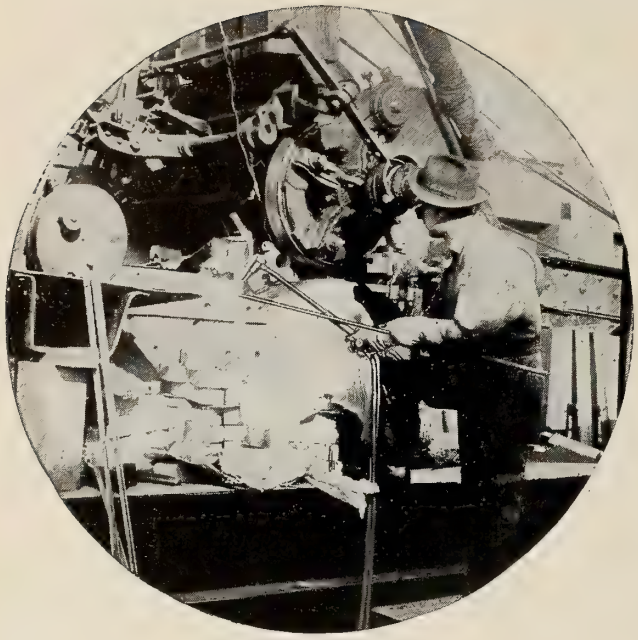
We have compared the above Balance Sheet with the books and accounts at the Chief Office of The Dominion Bank, and the certified returns received from its Branches, and after checking the cash and verifying the securities at the Chief Office and certain of the principal Branches on December 31st, 1920, we certify that, in our opinion, such Balance Sheet exhibits a true and correct view of the state of the Bank's affairs, according to the best of our information, the explanations given to us and as shown by the books of the Bank.

In addition to the examinations mentioned, the cash and securities at the Chief Office and certain of the principal Branches were checked and verified by us at another time during the year and found to be in accord with the books of the Bank.

All information and explanations required have been given to us and all transactions of the Bank which have come under our notice have, in our opinion, been within the powers of the Bank.

G. T. CLARKSON
R. J. DILWORTH
(Of Clarkson, Gordon & Dilworth, C.A.)

Toronto, January 20th, 1921.



Repaired in 5 hours

MAINLY through the portability of Prest-O-Lite it was possible to weld the base of this heavy railroad crane in a few moments less than five hours.

That's the usual quick way in which it is possible to weld with Prest-O-Lite and the oxy-acetylene process.

Through the use of Prest-O-Lite it is possible to weld, build up and cut metals without bringing the work to be done to a workshop.

Thus Prest-O-Lite, the Universal Gas with the Universal Service provides the means for moving an oxy-acetylene welding outfit anywhere and everywhere.

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Merritton, Ont. — Shawinigan Falls, P.Q.

PWC-525

Increased Construction

Total Construction Contracts for 1920 are Greater than for 1919

Statistics compiled and issued by MacLean Daily Reports, Limited, show that the total value of construction contracts awarded in Canada during 1920 were $65,784,200 greater than in 1919. The total for 1920 was $255,605,500, compared with $189,821,300 in 1919, being an increase of 34.6 per cent. The gain over 1918 reached the tremendous total of $155,763,200, or 156 per cent., indicating that construction is rapidly attaining pre-war volume. The Dominion record of 1920, compared with 1919, is as follows:

	1920	1919
RESIDENCES:		
Frame	$18,073,900	$11,721,600
Brick	36,817,200	35,291,500
BUSINESS BUILDINGS:		
Frame	6,475,900	4,165,500
Brick	72,960,400	48,183,900
Concrete	6,636,900	7,157,000
INDUSTRIAL BUILDINGS:		
Frame	1,608,300	750,700
Brick	37,185,800	30,314,200
Concrete	25,831,800	26,026,400
ENGINEERING CONSTRUCTION:		
Steel Bridges	3,634,400	1,953,800
Concrete Bridges	1,658,100	566,300
Miscellaneous	44,722,800	23,590,400
Total for Dominion	$255,605,500	$189,821,300

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IS THE BEST

Semi-Gloss Black Baking Varnish in the World

Gives smooth, tough, elastic, jet-black first coat, for wind shields, hoods, fenders, and other metal parts.

Guaranteed to flow without sags on curtains when properly applied

Can be reduced up to 50 per cent. with naptha and still retain covering capacity in one coat.

Its tough elasticity permits fabricating metal after Lionoil is applied, without cracking

Lionoil Raven provides most intense black and most durable anti-rust coating possible to produce.

RAVEN LINE BLACK JAPANS

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Worlds Largest Makers
Varnishes and Paint Specialties
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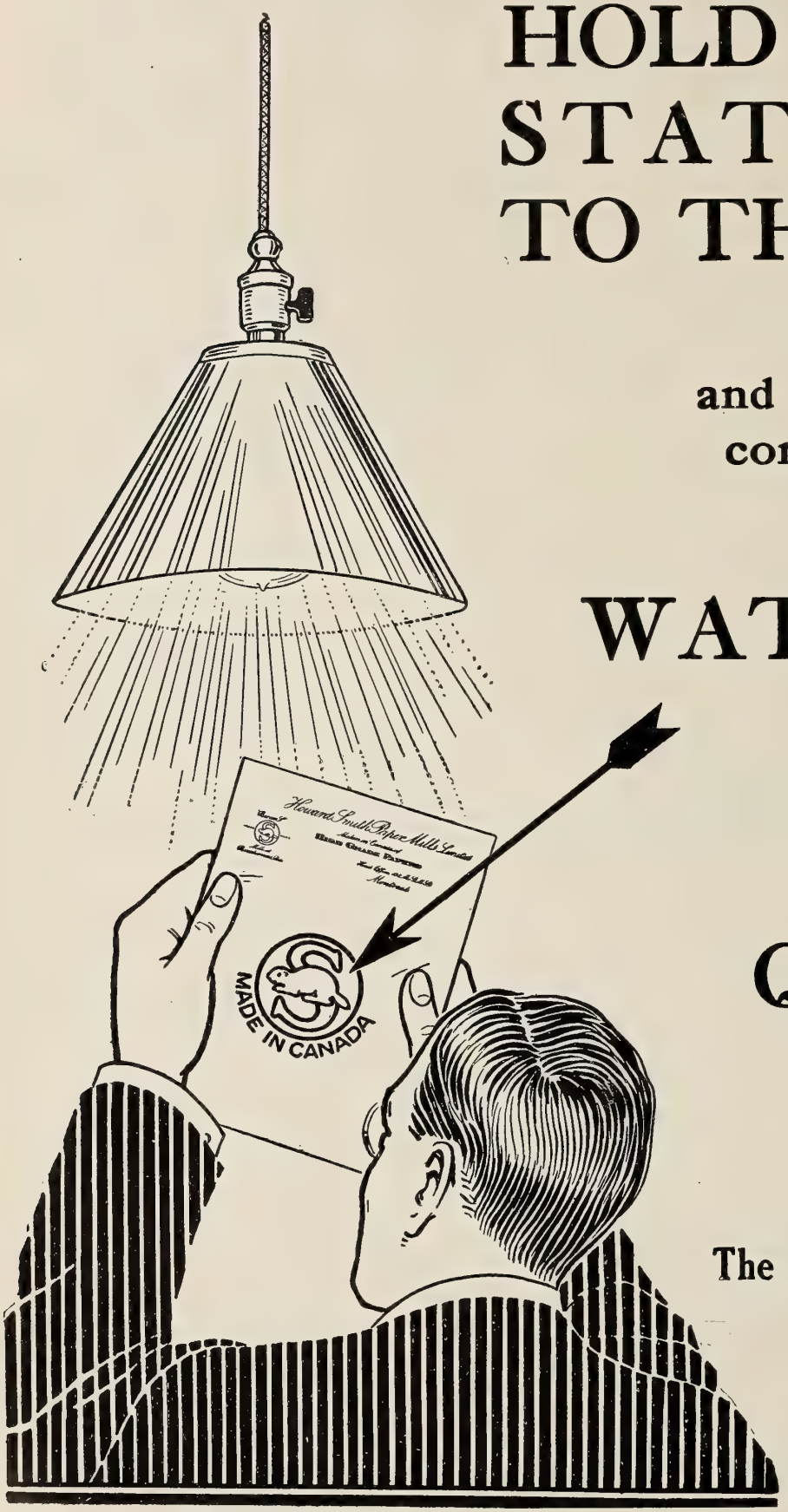
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2"X9" and 5/4"X9" MILL RUN SPRUCE--12/13 FT. LONG

T. J. STEVENSON——Sales Managers——GEO. E. CHALLES

HOLD UP YOUR STATIONERY TO THE LIGHT



and see that it contains this

WATERMARK

It is your guarantee for

QUALITY

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BY

The Howard Smith Paper Mills
LIMITED
138 McGill St., MONTREAL

MILLS AT
BEAUHARNOIS, QUE.
CRABTREE MILLS, QUE.
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OFFICE AND FINANCE

Don't Write To The "Dead Ones"

Why Circularize Those Firms Who Are no Longer Prospects? — Postage, Time and Printing Costs May be Saved by Properly Supervised Mailing Lists

By ALAN M. IRWIN

YOU would not thinkingly write a selling letter to a firm who had gone out of business, would you? Then why keep on your mailing list those firms who have "gone out of business," "into liquidation," "amalgamated," or have in some other way become dead ones? Five hundred inquiries from a list of five thousand prospects seem like an average good return—a ten per cent. showing usually satisfies a sales manager—but for all he knows that return may be in reality twelve and one-half per cent. Perhaps one thousand of the names circularized come into the category of "dead ones," the direct result of $20 waste postage, 20% waste time in printing, folding, inserting and mechanical costs. Amount this up for every time in the year you send out direct mail advertising. Isn't it an appalling waste? From another angle it is 20% of your direct mail advertising appropriation going to waste as surely as if it had been thrown down a drain. The reason for all this waste is not hard to seek—it lies in faulty checking or in *failure* to check the mailing list. An unchecked mailing list is not only wasteful, but is a sign of inefficiency in the operation of this aid to the sales force. Because the work of cutting stencils is given to a junior typist is no reason for not making the work of *keeping the list in order* the job of someone who is well enough equipped mentally, and therefore well enough paid to carry it out properly. Many of these so-called routine jobs, to digress a little from our heading, are considered to be in the overhead class; but in many cases, as in the present, they will be found to be producers, producers to the effect that they may save considerable sums of money during the year. In 1919 in Canada and the United States one billion and fifty million dollars was spent in national advertising through the mediums of newspapers, magazines, and direct by mail. Of this large sum six hundred million was for newspapers, three hundred million direct by mail, and one hundred and fifty million for magazines, showing a percentage of 28.5 of total advertising appropriations spent for direct by mail advertising. If we find a 20% waste is caused through improper methods of preparing and supervising mailing lists, with a consequent loss of sixty million dollars, it will easily be seen that adequate arrangements for the checking of the mailing list are a necessity. How is a mailing list to be prepared? What source shall we use in obtaining our prospects? How shall we check this list when it is in operation? These three questions are the main points which we now have to consider.

The sum of three hundred million dollars was spent on direct-by-mail advertising in Canada and the United States during 1919. Every advertiser who uses this method will admit that much of this money was wasted, and that the waste was largely due to faulty mailing lists. A mailing list poorly selected is bad; a list that is inaccurate is worse. Careful checking and intelligent supervision of the addresses to which advertising material is sent must be the rule if this medium is to yield returns commensurate with the outlay. This article will furnish some suggestions for keeping mailing lists at maximum efficiency.—EDITOR.

Preparing a Mailing List

The outstanding requirement of a mailing list is naturally *accuracy*. With this watchword always in mind the first step in the compiling of a list should be the customers on the books of the firm. These names can be secured from the sales department reports, ledger accounts, or the files, etc. If the list is to be largely a local one such authorities as the city directory, telephone directory, mercantile directory, Board of Trade membership list, voting lists, membership lists of churches, societies, and other lists of like nature should be consulted.

For mailing lists which are to be provincial in scope we have in addition to the lists given in the preceding paragraph, which, of course, may be used where obtainable in every town and village of sufficient size, the records maintained by the provincial departments; for instance, labor reports, records of incorporations of companies, lists of directors, and automobile registrations. All these sources, of course, should be steadily supplemented from newspaper columns, clipping agencies, reports and publications of commercial information houses, and a careful study of the advertising carried by trade, class, society and other magazines. Some life insurance companies watch the marriage and birth announcements. One enterprising company in England, in fact, circularize proud fathers in the Dominion as soon as notice of the new arrival is published in the newspapers, offering the particular form of insurance which is payable at such time as to provide for the education of the before-mentioned little stranger. It is only by such aggressive and up-to-date methods that a firm may maintain an efficient mailing list.

How it is Kept and How it Works.

There are several different systems in vogue in connection with the mechanical operation of mailing lists. To definitely pick out one of these and say that it would be equally workable in all cases would be about as sensible a procedure as buying a silk hat for a school boy just because he needs a hat. The mailing list is in this respect like the hat, it has to not only fit its wearer, but should be the most sensible and serviceable type which is readily adapted to the business which it serves. In some cases the list may be small owing to the nature of the business, and would not warrant the overhead expense of purchasing an addressing machine. On the other hand if the list grows larger a card system is found to meet requirements. If this card is to contain very little more than the name and address of the prospect, the standard 3" x 5" is useful. Where the reference card embodies not only the name and address, but financial rating and other data which is more or less important, some of the larger sized cards will often be required. The stencil trays are the only mailing list of some firms, noticeably those with a very large list of persons to be circularized. This arrangement, of course, saves duplication of effort in the mechanical operations of compiling the list, and with those firms who use a particular type of stencil a large amount of necessary information can be included on the stencil itself. The cross-indexing of the names on the list, the ease with which different trades or other distinctions may be separated, and the possible growth of the list must be thoroughly considered when the original list is made up. The method of filing stencils or cards, as the case may be,

will, of course, be governed by the nature of the business making direct use of mail advertising. The four main divisions of filing in general may be used to advantage in the mailing department. These divisions are: Straight alphabetic, numeric, geographical and subject. Perhaps the most general system is a combination of geographical and alphabetic. By means of this plan the territory covered, whether it be the whole Dominion, the Western Provinces, certain counties, or a single city, may be divided alphabetically into geographical divisions; i.e, Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Prince Edward Island, Quebec and Saskatchewan. Behind these main divisions may be filed, if necessary, counties; behind which sub-division will be filed cities, villages and towns in alphabetical order; the names of the individual prospects in these last sub-divisions being filed alphabetically, as in the telephone directory. By this method it is then a very simple matter to pick out any particular section of the Dominion or province, as the case may be, and circularize it without loss of time.

Checking.

When once the list has been compiled and properly filed in the order in which it is required to be used, the main problem is checking. In order to avoid the enormous amount of potential waste outlined in the opening paragraphs, a thoroughly efficient and accurate mailing and checking system must be operated. The person in charge of the mailing list should first be made thoroughly conversant with post-office requirements. He must then be instructed to supplement the list accurately and carefully with new names obtained from the various sources outlined above and to delete therefrom all names of those reported as being no longer active. He should establish friendly relations with the local postmaster and find out from him the best ways in which he may co-operate with the post-office. Mailing circulars and large quantities of second-class matter at five o'clock, when the rush hour is on, means not only additional work for the sorters and other employees of the post-office, but also tends to delay the despatch, and, therefore, the delivery, of your mail matter. Co-operation with the sales department in order that the effectiveness of this advertising may be checked up is another very necessary item. Above all, do not place the mailing list in charge of an inexperienced person.

The common method of checking mailing lists is to send out a postcard bearing a notice on the back in approximately the following wording: "The address on the reverse side of this card is the one we have on our records for you. If this is not correct, please make alterations and return. If correct, please O.K. and return." The postmaster will generally be glad to take a copy of your mailing list and check it over. Post-office superintendents in Canada gladly co-operate with firms who are constantly using mailing lists to the extent of correcting the list and marking each name with the official abbreviated designation of the district to which mail matter is addressed. Lists, after being checked, are returned to the sender with the request that in order to facilitate delivery, he make the changes suggested by the post-office. Then follows

"1. It will enable the post-offices mentioned above to treat your publication almost as promptly as first-class matter, owing to the fact that *one*, and in several instances, *two* or *three* rehandlings will be eliminated.

"2. It will prevent accumulations of quantities of daily, weekly and monthly publications at certain times of the day, also at the end of each week or month, particularly on Saturday afternoon, Sunday or legal holidays, as it must be borne in mind that a limited number of our employees are on duty on Sunday, legal holidays and Saturday afternoon.

"Should it be necessary for you to change the street address on any copies of your publication, I would advise you to enclose same in a package labelled:

"Miscellaneous, ———— City."

A third way is to mail your circular

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $22,000,000
Rest - - - $22,000,000
Undivided Profits, $1,251,850
Total Assets - $560,150,812

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Sir Frederick Williams-Taylor, General Manager

Branches and Agencies: Throughout Canada and Newfoundland
At London, England, and at Mexico City
In Paris, Bank of Montreal (France)
In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

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The Best Way

DON'T risk loss by enclosing cash in your letters. You will find the Money Orders issued by this Bank a safe and convenient way of paying your out-of-town accounts.

Our Teller can issue them without delay at the same cost as Post Office or Express Orders.

WE WELCOME YOUR BUSINESS

THE CANADIAN BANK OF COMMERCE

Capital Paid Up, $15,000,000
Reserve Fund, $15,000,000

596

matter in a properly sealed envelope under first-class postage. If for any reason it cannot be delivered, it will be returned by the post-office, with a notation as to the reason. A list which is allowed to grow and continue to carry the names of unprofitable addresses is an unwarranted expense. A properly checked mailing list, while it may appear to cost more in salaries, is in the long run the most economical of all. Direct mail advertising depends entirely upon the mailing list, and if this adjunct to the advertising and sales department is not kept in proper order and up to date, considerable loss has to be borne by these two departments. Just as the success of direct mail advertising hinges upon the success of the mailing list, so does the successful mailing list depend upon accurate checking.

An Interesting Review

Sir John Aird Addresses Bank of Commerce Annual Meeting

Some of the problems of business, of which the present has its full measure, were elucidated by Sir John Aird, general manager of the Canadian Bank of Commerce, at the annual meeting of its shareholders. Of these problems, one perhaps of most general interest to the public is the price of New York funds. The cause of it being so high was due, Sir John said, in part, to speculation by Canadians in New York stocks. Sudden calls for margin have, on more than one occasion, caused the price of New York funds to advance sharply. Obviously if that was the case the volume of such trading must be considerable and may at times be the cause of inconvenience to merchants. The general impression has been, and is to-day, that the chief cause of the adverse trade balance with the United States, and the consequent high premium on New York funds, was our extravagant purchases of commodities from that country—a condition referred to in very plain language by Sir Edmund Walker at the same meeting. That the speculation referred to by Sir John is an important factor will come to many as a surprise.

The position which this bank holds in the development of Canadian trade and commerce is indicated by the fact of its having current loans in Canada aggregating $231,114,772. So large a volume of loans brings the bank into the most intimate touch with business trends and developments on a national scale. Its branches increase in number annually and the year just closed was no exception to the rule as applied to Canada, but was exceptional as to the increase in the bank's activity in foreign fields. Sir John dealt fully with this expansion and with the earnings of the bank which are higher than they have been before. "Conditions," Sir John pointed out, "which have prevailed in the markets for all staple commodities since the war ended—the extra demand for goods and the high prices—have caused a strong demand for money." But it is realized by Sir John that a very different state of affairs exists at the present time—one of lessened activity in business and falling prices—and in consequence a conservative attitude has been adopted by the bank. The shareholders have received a regular dividend of 12 per cent. and a bonus of 1 per cent., substantial appropriations were made on pensions and building accounts, but there was still left to carry forward out of profits $1,783,979. Carrying forward so large a sum is justified as "a safeguard against unexpected contingencies." The internal affairs of the bank were reviewed by Sir John at greater length than usual. His explanation of the changes in the various items of the bank's statement shows how sensitive the bank figures are to change in conditions in business.

No attempt was made by Sir John to obscure in any way the exact condition of the country's business affairs. He did not, however, look upon them pessimistically. Such a condition as exists to-day cannot in his opinion be of long duration. He expressed the hope that before the winter has run its course depression may be a thing of the past. But, in order to change things, Sir John reiterated his firm belief in the gospel of hard work and frugality as the only way to repair the damage caused to property and credit by the late war.

ESTABLISHED 1875

IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

EXPORTERS

THIS bank offers particularly good facilities in the handling of the banking requirements of exporters. Its strong foreign connections guarantee the most efficient service.

AGENTS IN GREAT BRITAIN

ENGLAND—Lloyd's Bank Limited, London, and Branches
SCOTLAND—The Commercial Bank of Scotland, Edinburgh, and Branches
IRELAND—The Bank of Ireland, Dublin, and Branches

AGENTS IN FRANCE

Lloyd's and National Provincial Foreign Bank Limited

AGENTS IN UNITED STATES

NEW YORK—The Bank of The Manhattan Company
CHICAGO—First National Bank BUFFALO—Bank of Buffalo
DETROIT—Old Detroit National Bank
SAN FRANCISCO—Wells Fargo Nevada National Bank
and in all other principal centres

HEAD OFFICE . . TORONTO

The
Merchants Bank
of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital	$ 10,029,622
Reserve Fund and Undivided Profits	9,475,585
Total Deposits (Oct. 30th, 1920) over	170,000,000
Total Assets (Oct. 30th, 1920) over	209,000,000

President: Sir H. Montagu Allan, C.V.O.
Vice-President: A. J. Dawes
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

Banking Friendships

THE friendship of a strong Bank fills an important place in the life story of every successful business man. The experience, the information, the analysis of trade conditions and financial problems, which the progressive Bank offers its customers, have often been the means of averting a crisis and paving the way to prosperity and independence.

399 Branches in Canada extending from the Atlantic to the Pacific, of which 149 are in Ontario, 47 in Quebec, and 180 in Western Canada.

NEW YORK AGENCY, 63-65 Wall Street

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"From Rags to Writing Paper"



The Rag Receiving Room

"Rags"

High grade writing papers are made from pure white garment cutting, drawn from the manufacturing plants of the world—these are sorted, classified and shipped to the mill in uniform qualities.

Expert grading of rags ensures superiority of paper stock.

A Brochure of manufacturing illustrations—"From Rags to Writing Paper"—will be sent on request.

Rolland Paper Company

Limited MONTREAL

Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

High Grade Paper Makers Since 1882

Union Bank of Canada

Fifty-sixth Annual Statement shows the Bank to be in Satisfactory Position

The report of the Union Bank of Canada for the year ended November 30, 1920, indicates that the bank has been able to strengthen its position considerably during the year. The 1920 balance sheet is the strongest statement in quick assets and cash holdings since the bank commenced business, fifty-six years ago. Quick assets totalled $82,203,563, being 54.35 per cent. of the total liabilities to the public comparing with 47.23 per cent. in 1919.

During 1920 savings deposits increased nearly $1,250,000, and on November 30th totalled $85,610,464. The progress this institution is making is plainly evidenced when it is stated that savings deposits in 1916 only totalled $60,144,940. Deposits not bearing interest show an even greater percentage of increase when compared with 1916. The following totals demonstrate the marked upward movement:—1916, $29,122,-848; 1920, $49,714,051.

Two new headings appear in the statement this year which were included in 1919 under "Current Loans in Canada." One of these, "Demand Loans in Canada, Secured by Grain," amounting to $10,732,755.47, shows plainly that the bank has been rendering valuable services in assisting the marketing of the grain crop. The other new heading is "Loans to Governments and Municipalities" and amounts to $7,648,176.39. These items, when totalled with "Current Loans and Discounts in Canada," show $88,230,716.79, or 1.96% increase over 1919.

The total assets now amount to $169,205,445, as compared with $109,040,223 in 1916—an increase of over $60,000,000. Paid-up capital totals $8,000,000, and, in addition, the bank now has a rest account totalling $6,000,000. Profits earned during 1920 were on a very satisfactory basis and enabled the directors to pay a bonus of 2% to shareholders on December 1st, in addition to the regular dividend at the rate of 10 per cent. per annum.

During the past month or so the personnel of the directorate has been added to by the inclusion of two prominent western business men—G. M. Black, of the firm of Black & Armstrong, general financial agents, Winnipeg, and D. N. Finnie, of Finnie & Murray, Limited, Winnipeg. W. R. Allen, who has been elected vice-president, is very well known in the financial circles of Western Canada, being the senior member of Allan, Killem & McKay, and a director in many other organizations.

Profits Have Decreased

Financial Statement of Canadian Consolidated Felt Company, Limited, is Published

The financial statement of the Canadian Consolidated Felt Company, Limited, for the ten months ended October 31st, 1920, show a decrease in profits. The decline in commodity prices began some time before the end of the period under review and loss of earnings so much feared in the Street should be reflected to some degree in the statement published. Yet for the ten months, the enterprise shows net sales of footwear about $160,000 in excess of that for the full twelve months of the preceding year. Expenses and other charges, however, have grown by $150,000, so that the actual net profits fell short of last year's by $9,000. Net sales for the ten months amounted to $1,390,655, and profits to $127,420. After interest on bonds and other interest had been deducted the surplus for the ten months amounted to $72,398 or slightly in excess of that for the full preceding year.

In the balance sheet of the enterprise, current assets for the period at $944,446 are ahead of those for the preceding year. On the other hand, loans have increased from $350,000 to $620,000 and current liabilities by $130,000.

To Manufacturers, Exporters Importers and Others

Through our chain of 700 Branches stretching from Newfoundland to the Pacific Coast, throughout the West Indies and in Central and South America, we can offer you a Banking Service of unexcelled efficiency.

MONTHLY COMMERCIAL LETTER

Write for Monthly Commercial Letter to our FOREIGN TRADE DEPARTMENT, MONTREAL, Que.

The Royal Bank of Canada

TOTAL RESOURCES, $584,000,000



A Considerate Service

FOR 55 years our aim has been the development of a service of individuality—a service not only efficient but ***interested.***

We take pride in acquiring lasting business relations, and this is reflected in the courtesy and promptness with which our customers' requirements are met.

Union Bank of Canada

464

Valuations



A Lockwood, Greene valuation takes in more than the dollar-and-cent values of the actual material comprising your buildings, equipment and machinery.

It gives you their worth as units of production in your particular field of industry; their values are based upon their ability to produce in competition with the best of their kind known to the business world.

A LOCKWOOD, GREENE valuation or appraisal tells you whether you have a 50%, an 80% or 100% perfect plant for your purpose. Write for information and the booklet, "Building with Foresight."

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Offices Throughout the Civilized World

Executive Offices: Nos. 346 and 348 BROADWAY, N.Y. CITY, U.S.A.

The Bradstreet Company gathers information that reflects the financial condition and the controlling circumstances of every seeker of mercantile credit. Its business may be defined as of the merchants, by the merchants, for the merchants. In procuring, verifying, and promulgating information, no effort is spared and no reasonable expense considered too great, that the results may justify its claim as an authority on all matters affecting commercial affairs and mercantile credit. Its offices and connections have been steadily extended, and it furnishes information concerning mercantile persons throughout the civilized world.

Subscriptions are based on the service furnished, and are available only by reputable wholesale, jobbing and manufacturing concerns, and by responsible and worthy financial, fiduciary, and business corporations. Specific terms may be obtained by addressing the Company at any of its offices. Correspondence invited.

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St. John, N.B.	Winnipeg, Man.	Calgary, Alta.	St. John's, Nfld.

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McKinnon Bldg., Toronto

EXPORTERS OF
Reed Organs, Piano Stools,
Music Cabinets.
Catalogue B.

The Goderich Organ Co. Limited
GODERICH, CANADA

Closet Seats,
Flush Tanks,
Medicine Cabinets,
Everything for the Bathroom.
Write for Catalogue C and Price List.

A Satisfactory Year

Canada Iron Foundries, Limited, Publish Annual Report for Year Ended September 30th, 1920

A satisfactory business for the year ended September 30, 1920, is shown by the annual report of Canada Iron Foundries, Limited. The total sales for the period exceeded both in tonnage and in value the total of any previous year. The increase in value as compared with last year was approximately 38 per cent.

Costs, both of labor and material, advanced during the year, and though selling prices also advanced, the percentage of profit to sales was less than for several years past. Nevertheless, as a result of the increased volume of business, the total foundry profits earned were greater than in any previous year of the company's history. The largest percentage of increase in business done was shown by the Three Rivers plant, which was reconstructed two years ago. The same plant also shows the largest advance in manufacturing profit.

During the year approximately $418,000 was spent on improvements and extensions to various plants, the greater part of this expenditure being made at Fort William. Further improvements are still to be made at the Hamilton and St. Thomas plants.

The profit and loss account, after providing for depreciation, debenture charges and dividends declared during the year, shows a balance of $194,855.25. Of this amount, $50,000 has been transferred to reserve and the balance of $144,855.25 carried forward.

To facilitate the purchase of the company's stock by senior employees who desired to acquire an interest in the company a trust fund was created at the commencement of the financial year. Through this agency about $102,000 of preferred and $71,000 of common stock have been acquired by employees during the year. Both preferred and common shares of the company have been listed on the Montreal Stock Exchange in the course of the year.

Dominion Bank

Institution's Jubilee Year Sees Stronger Cash Position and Increase in Savings Deposits

The jubilee anniversary of the Dominion Bank is significantly marked by the largest net profits earned during any one of the fifty years in the bank's history. These profits, according to the annual statement covering the year ending December 31, 1920, amounted to $1,166,511, an increase over the previous fiscal year of $18,807. On the bank's capital and reserve they are 9.14 per cent., a gain of .14 per cent. over the corresponding period of 1919.

As a result of this satisfactory showing the bank, after paying $780,000 in dividends and a bonus, $35,000 for officers' pension fund, and writing $200,000 off bank premises, was enabled to carry $669,218 forward to profit and loss account, a sum in excess of the previous year by $173,511. Taxes to Dominion and Provincial Governments, which are deducted from the gross profits, amounted to $158,500.

A particularly pleasing feature of the statement is the figures covering the cash assets of the bank, the total value of which stands at $34,661,000. This is an increase of $2,758,000 for the year, and is the largest in the history of the institution. Compared with the bank's total liabilities to the public, these cash assets show a proportion of 27.65 per cent., or an increase of 3.06 per cent. for the year. Total immediately available assets, at $64,320,000, are equal to 51.31 per cent. of the bank's liabilities to the public.

Interest-bearing deposits, the savings of the Canadian public, show a gratifying increase of $10,563,782, or 14.20 per cent., the amount on deposit at the end of the year being $84,889,439. Owing to the gradual withdrawal by the Dominion Government of the proceeds of the last Victory Loan, there was a decrease of $17,000,000 in non-interest bearing deposits, the amount standing at $20,051,616. In this particular the experience of the Dominion Bank is similar to that of the other leading banks of the country.

Commercial loans increased slightly during the year, the total amount outstanding on December 31 being $66,740,000.

MANAGEMENT

AUDIT YOUR COST METHODS

Your annual statements resulting from the financial audit may disclose a disconcerting inventory adjustment. How much of it has been due to pricing at "cost or market" and how much has been due to inaccurate cost methods?

You must rely on your cost figures now more than ever before. Are they dependable? Do they tell you the whole truth from month to month?

As experienced industrial consultants, we can analyze your inventory and financial statements to determine the extent of the errors in your costs, then turn to your cost methods and devise the necessary remedies. Incidentally, we can tell you whether your inventory itself has been set up to the best advantage.

You will secure constructive counsel in connection with this service.

GRIFFENHAGEN & ASSOCIATES, Limited

Industrial Engineers, Accountants and Employment Advisers

TORONTO
CONFEDERATION LIFE BLDG.

MONTREAL
Bank of Nova Scotia Bldg.

OTTAWA
Union Bank Bldg.

When You Buy Paper Look for the Watermark!

It is your Guarantee that a certain standard of quality is maintained and that you will get value.

Great West Bond

A "MADE *in* CANADA" PAPER

is a low-priced paper produced in white and six colors, in all standard sizes and weights.

We recommend it as suitable for loose-leaf work, order forms and inter-office correspondence.

ENVELOPES TO MATCH

YOUR PRINTER CAN SUPPLY YOU
CARRIED IN STOCK IN ALL OUR WAREHOUSES

Barber-Ellis Limited

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ENVELOPE MANUFACTURERS AND PAPER DEALERS

Toronto Brantford Winnipeg Calgary Vancouver

Canada's Industrial Expansion

A Record of Progress

Producing Wire Rope

Britannia Wire Rope Company, Limited, Open Plant on Granville Island, Vancouver

The first factory of its kind in Western Canada, manufacturing a commodity essential to the development of the natural resources of British Columbia, the Britannia Wire Rope Company, Limited, commenced production at Vancouver recently under circumstances that presage for it a speedy and permanent success. An all-British concern, having a directorate composed of men who have spent a life time in the production and sale of wire ropes and cables, and a plant manned by workmen who have become experts in their trade in the largest and best known industries of their kind in Great Britain, the new firm starts off on a most substantial basis, with no need of experimenting in methods of business or of manufacture, a proceeding which has brought disaster to many embryonic Western industries.

The Britannia Wire Rope Company, Limited, is allied to a large group of English manufacturing firms, which, while each component company carries on its separate business, form a combination of all the operations connected with the production of the finished iron and steel material, from the mining of the ore and coal to the last stage of manufacture.

Included in this group is the famous firm of Armstrong, Whitworth & Company, Limited, who have a world-wide reputation as shipbuilders and manufacturers of armament and steel products. Other big companies in the allied group are the Warrington Wire Rope Works, Limited, makers of a well known brand of logging ropes; Rylands Bros., Limited, a firm that produce 50,000 tons of wire annually; the Pearson & Knowles Coal & Iron Company, Limited, of Warrington, who manufacture approximately 175,000 tons of iron and steel and have collieries producing about 1,750,000 tons of coal annually, and the Partington Steel & Iron Company, Limited, at whose works near Manchester many thousands of tons of coal, ores and limestone are handled daily in the manufacture of steel.

The Canadian directors of the Company are—Robert Gibson, President of Gibson's Limited, Vancouver, the modern logging equipment concern, and C. S. Rollston, also associated with Gibson's Limited. The English directors are:—W. Peter Rylands, managing director of Rylands Bros., Limited, Warrington, and H. H. Field of the same firm; J. Howard Temple, managing director of the Warrington Wire Rope Works, Limited, Liverpool, and Charles H. Gill, an officer of the same company.

Mr. Gill, who spent five months on the Pacific Coast assisting in supervising the installation of the machinery, which was brought from England, presided at the official opening of the factory. In a brief address he made mention of the modern equipment of the plant and its excellent prospects of success, which had induced such large British industrial concerns to invest heavily in the enterprise. He expressed the belief that the product of the British Columbia factory would be of such a high quality that it would compare favorably with any wire rope manufacturing plant in any part of the world.

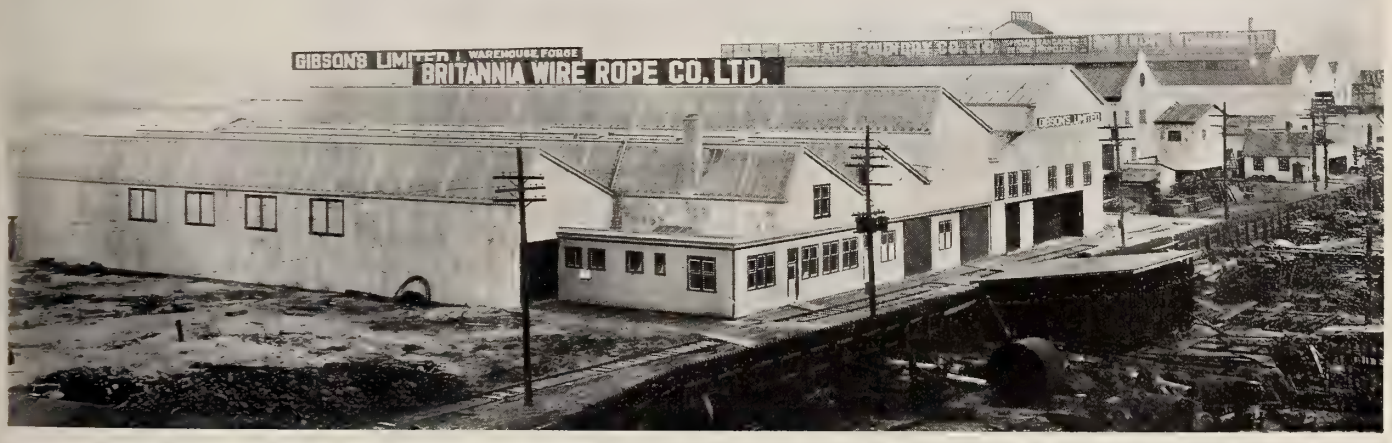
Power was turned on by Mrs. Robert Gibson, and instantly all machines were in operation producing strand and wire ropes for the requirements of the lumbering, mining and shipping industries of the Pacific Coast.

The factory is located on Granville Island, the industrial tract reclaimed by the Board of Harbor Commissioners from the bed of False Creek. It occupies one of the most favorably situated sites on the area. The building covers an area of 200 feet by 120 feet. It has four bays each 200 feet long and 30 feet span. The bay on the east side is carried to a clear height of 28 feet 6 inches under the roof. The other bays are 18 feet high. Construction of the building has been so designed as to permit of further extensions being made.

The roof is constructed on the saw-tooth principle, giving a maximum amount of lighting during the day. In addition to commodious general offices, there are separate offices for the manager and foreman, while the dining room and wash rooms are conveniently situated for the workmen.

The loading of the closing machines, one of which will close ropes weighing up to 22,000 pounds and having a diameter of 2½ inches, is facilitated by an overhead travelling crane which commands the full length of the East bay.

The motive power for the factory is obtained from four big Canadian General Electric motors, which operate an overhead



Plants of Britannia Wire Rope Company, Limited, and Gibson's, Limited, Granville Island, Vancouver

line shafting from which the machines are driven. The machines are arranged in batteries according to their size, each battery having an independent motor drive, which allows any machine to be employed without the necessity for operating the whole plant.

The wires used in the factory are imported from England. In order to test their reliability, a big test room has been fitted with a tensile tester capable of ascertaining the strength of individual wires to a breaking strain of 6,000 pounds. The room also contains a torsional tester and wire bender.

While the production capacity of the factory has not been announced, it will be sufficient to care for the needs of the trade in Western Canada for some years to come, it is stated.

Gibson's Limited, which is allied with the Britannia Wire Rope Company, Limited, have erected a commodious logging equipment plant immediately adjoining the factory. Mr. Robert Gibson can in this way keep in close touch with both of the concerns in which he is interested.

Construction Progressing

Main Building of Fort William Paper Company's Pulp Mill Almost Finished

The Fort William Paper Co., Fort William, says the *Canada Lumberman*, are making good progress in construction work at Fort William. The main building of the pulp mill is pactically finished. The machinery is starting to arrive and will be installed and in operation by the middle of March or early April. The company report that they can get ail the labor, both skilled and unskilled, that they require, and there has been no delay in the matter of obtaining material. H. J. Wehman, assistant general manager, says that so far as pulpwood is concerned, they have been offered practically about five times as much as they will need in the first years' production. The company's wood for 1921 will be furnished by contractors, but for cutting next winter the company intend having its own woods department.

New Spinning Mills

Milton Worsted Yarn Spinning Mills Will Soon be in Operation at Milton, Ont.

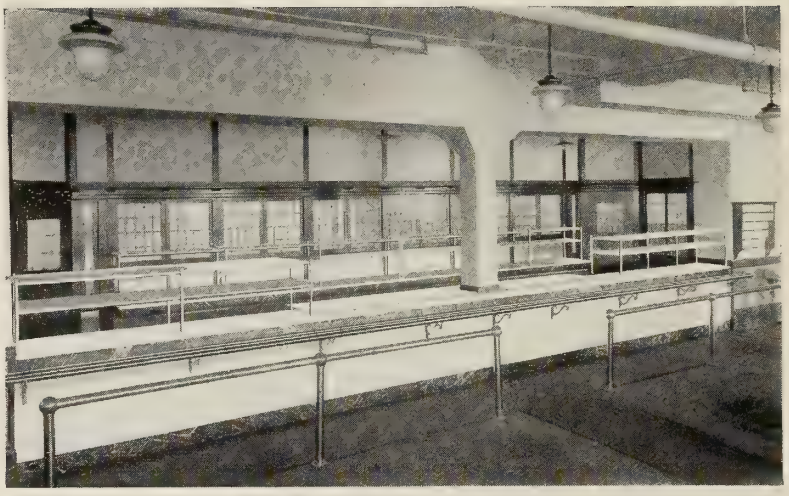
A new industry which should prove a distinct asset to the town of Milton, Ontario, and the surrounding district is the Milton Worsted Yarn Spinning Mills, who are now engaged in fitting up a plant for the manufacture of worsted yarns, and will shortly begin operations. Various newspapers have recently referred to this company as being a branch of R. G. Long & Company, Limited, of Toronto. This report is erroneous, as the latter company have no interest in the Milton Worsted Yarn Spinning Mills.

The new mills will have an initial output of 3,000 pounds a week, and it is probable that this figure will shortly be increased. In addition to the manufacture of yarns the company will also dye their own products in a new dye house which they have equipped with all the latest and most modern machinery.

The building which the company are now occupying has been renovated and rebuilt and has been found barely large enough for the machinery which they have installed. As they own a prominent corner on the main street, there is ample room for expansion and it is their intention ultimately to extend their present building to the corner.

The superintendent of the Milton plant is William Gamble, who for twelve years was superintendent of a similar department in the Simpson Knitting Mills. Prior to that he had several years' experience in this branch of the textile industry with the Guelph Carpet & Worsted Spinning Mills at Guelph, Ontario.

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Oneida Community, Limited

Additions to Plant at Niagara Falls, Ontario, Are Nearly Completed

Additions to the plant of Oneida Community, Limited, at Niagara Falls, Ontario, are almost completed, and consist of three one-storey buildings, erected at an approximate cost of $42,000. The first of these is 40 x 130 feet, of sectional steel construction, and has corrugated iron sides and roof with plenty of light and perfect ventilation. Temporarily it will be used for manufacturing purposes and will alleviate slightly the present congested condition existing in the old buildings. It will be used for blanking the sheet metal silver and will contain a knife department for refinishing knives, storage space, wrapping department, shipping room, etc.

The second building, erected by the Norman McLeod Company of Toronto, measures 40 x 20 feet. It is of brick and steel construction with Fenestra steel sash and monitor roof, and is to be equipped with electric furnace, pickling tank, etc., for annealing and cleaning the nickel silver before it is rolled and dropped.

Building number three, for which the Norman McLeod Company were also contractors, is 40 x 70 feet and of a type of construction similar to the second with the exception that the roof is saw-tooth. This building is for the quarter finish and will contain drops, rolls and presses. Hitherto the company have been importing their lines from their United States factory in quarter finished state, but they will now be able to manufacture them direct from the sheet metal. For this reason the additions will have little immediate effect on the output of finished products. Both the second and third buildings, however, have been built with temporary ends so that additions may be made as business expands.

Oneida Community, Limited, report good business up to August of last year. Since then a general tendency to buy in small quantities has been noted. "We foresee," they state in a letter to INDUSTRIAL CANADA, "a continuation of careful buying on the part of the consumer, retailer and jobber for at least two months of 1921. After that we have every reason to believe that business will open up and gradually increase to the point where each manufacturer will feel safe to make plans for the future."

New Twine Factory

Sterling Twine Company, Limited, Will Commence Operations at Walkerton this Month

The Sterling Twine Company, Limited, a new industry at Walkerton, Ontario, is expected to be in operation some time this month. Their plant is a one-storey brick building 45 x 200 feet with brick warehouse 50 x 100 feet and an addition thereto 20 x 70 feet. Part of the machinery has been installed and the remainder has been promised for early in the month. The class of goods to be manufactured consists of all kinds of commercial twines of various sizes, grades and qualities from shoe thread to clothesline.

For the first few months the company expect to spend their time in producing samples and filling initial orders. Employees will be few at the start, but in a short time will number about 50 or 60. The plant has a daily capacity of from three to five tons of twine.

Incorporation of the Sterling Twine Company was made under a Dominion charter, and they are capitalized at $100,000. Of this $75,000 has been subscribed and is in the hands of about a dozen people. There is no intention of offering the stock for public subscription.

Duncan M. Kerracher is president of the Sterling Twine Company, John Rowland is vice-president, and Geo. D. MacKay is secretary-treasurer.

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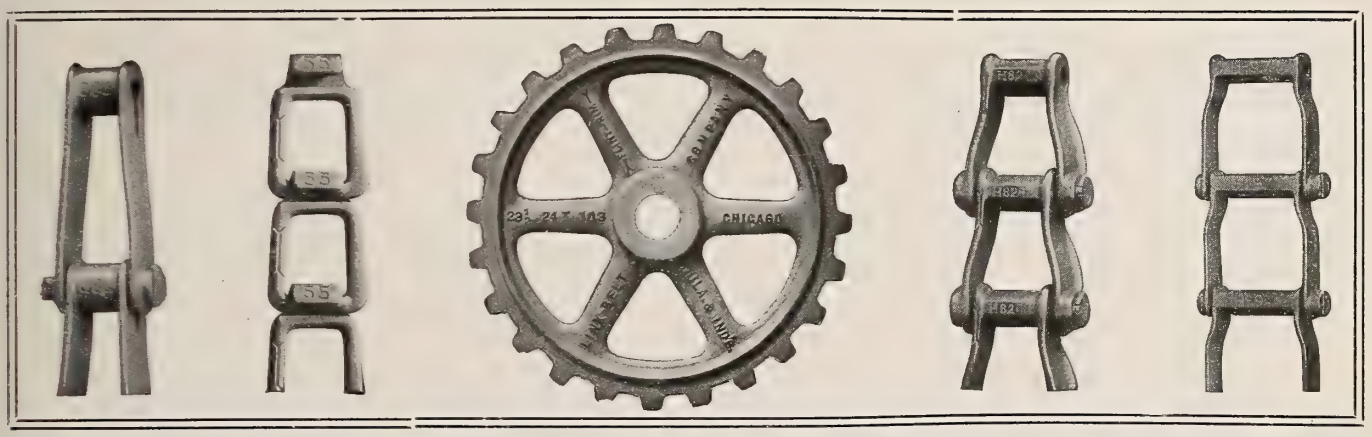
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Moving to Goderich

New Plant of Huron Specialty Casting Company to be Completed Next Spring

The Huron Specialty Casting Company, now located at Clinton, Ontario, will move to Goderich when their plant now in course of construction there is completed. The present plant commenced operation on June 20th, 1920. It is a building 40 x 200 feet with a capacity of three tons or more of grey iron castings a day. There is floor space in it for about fifteen moulders; at present, eight are being employed.

The plant to be erected in Goderich will be one of about the same dimensions as that at Clinton. It should be ready for occupation in the spring of 1921. The company will continue to specialize in the manufacture of high-grade grey iron castings, of which they have produced about forty-seven tons in the last three months.

The Huron Specialty Castings Company are a partnership concern, with a capital of $4,000. The partners are John Aitken, manager; Frank Phalen, assistant manager; Reginald Burrows and James Phalen.

Have Rebuilt Plant

Tilbury Brick & Tile Company, Limited, Operating New Factory at Tilbury, Ontario

A new building, 200 x 50 feet, has replaced the plant of the Tilbury Brick & Tile Company, Limited, which was destroyed by fire last March. It is built of brick, steel, concrete, and steel sash, and has a gypsum block roof, so it is now absolutely fire-proof. The cost is close to $30,000.

The machinery destroyed by fire has been replaced by machines of greater capacity and the daily output of the plant is increased to 18,500 four-inch drain tiles, or 24,000 bricks. The plant runs the year round, and with a thoroughly modern dryer the company are able to produce drain tile in any size from four to fifteen inches, red wire-cut face and common brick building blocks and hollow ware. Several labor-saving devices, such as a gasoline driven clay shovel, a gasoline locomotive, conveyors, a car system tunnel dryer, etc., have also been installed. At the present time about twenty hands are employed.

Now Under Production

Hitch Bros. Company of Canada, Limited, Making Universal Paper Hangers

Hitch Bros. Company of Canada, Limited, one of the new industries located in St. Thomas, Ontario, were organized about a year ago for the manufacture of Universal Paper Hangers. There was some delay in receiving the dies for these machines, and manufacture was not commenced till the beginning of December. Last May they added wooden toys to their products, but did not get the plant in satisfactory running order until the middle of September.

The plant occupies approximately 10,000 square feet of floor space. Half the first floor is taken up by the office, wareroom and shipping-room, and the other half by the planing-room and the machine-room, in which the Universal wall paper trimming and pasting machines are made. Among other equipment in this latter room are two Loshbought punch presses for the manufacture of the paper machines. These presses give an output of 300 machines a day.

The second floor is used for the manufacture of wooden toys, and includes a large machine-room, assembling-room, painting and finishing department, and storeroom. Only a few men are working in this department at present, but the company expect to open it up with about a dozen employees in a week or two, and they will then have an output of between 300 and 400 toys a day.

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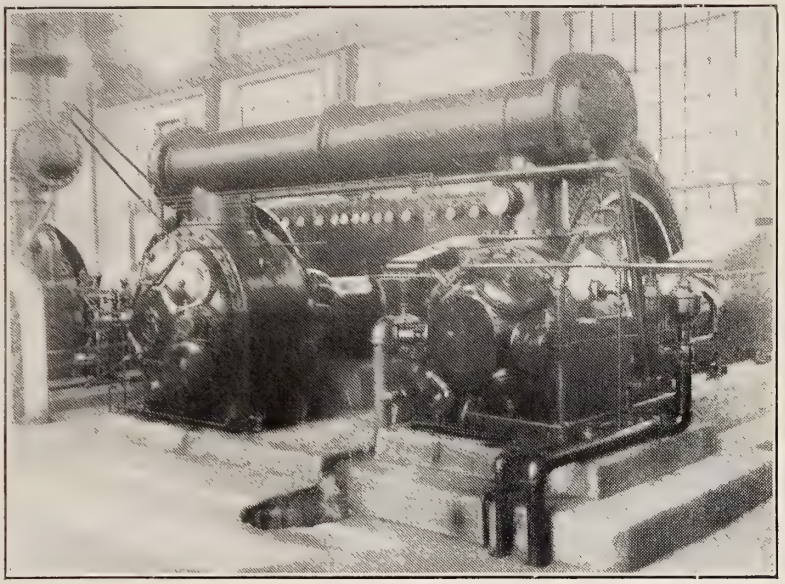
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IT is a significant fact that in most Canadian mines, shipyards and industrial plants, where careful performance records are kept, Canadian Ingersoll-Rand Compressors have become "standard equipment".

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The 2,230 cubic foot Direct Connected Motor Driven Class PRE-2 Compressor illustrated herewith is one of five C. I. R. Co. Machines installed in the Longue Pointe Plant of the Canadian Steel Foundries during the past ten years. In speaking of their performance their chief engineer said: "I have been eight years with this Company and your machines and am very well satisfied with them."

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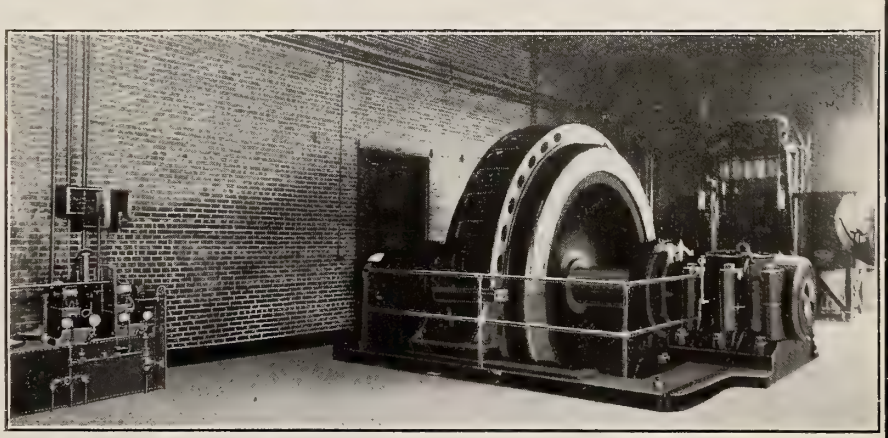
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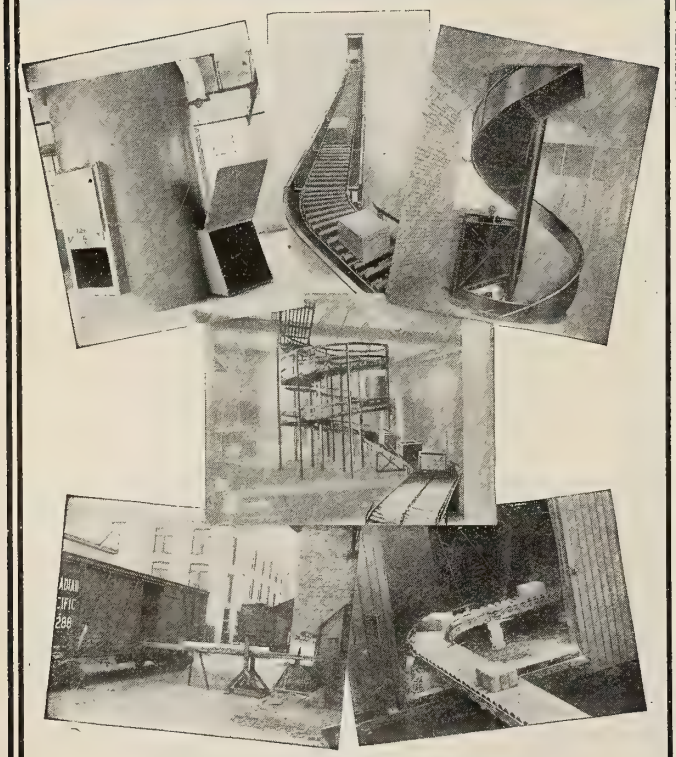
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Hitch Bros. Company of Canada, Limited, were originally capitalized at $50,000, but application has been made to increase this to $100,000, as their charter was for the manufacture of paper hangers, and they are now making toys and metal stamping work. The directorate of the company is composed of the following members: —Albert J. Hitch, president; Dr. Charles E. Green, vice-president; Charles H. Hitch, secretary-treasurer; Daniel A. Hitch and H. Gordon Smith.

Austin and Nicholson

Erect New Mill at Dalton, Ontario, to Start Operations With Season of 1921

Austin & Nicholson, lumbermen and general contractors, of Chapleau, Ontario, are erecting at Dalton, Ontario, a new sawmill. The mill will be 48 x 181 feet with one wing 32 x 48, one wing 14 x 33, and a boiler-house 40 x 40 feet. It is of standard timber construction on a concrete foundation. The roof is of corrugated steel. In the boiler-house, a building of concrete, brick and iron, there will be three 150 h.p. boilers and one pair of high speed rotary valve engines to furnish the power.

The mill is of double type, with double cut band on one side, twin circulars opposite and a horizontal band resaw. All machinery necessary to take care of the output from these main machines will also be installed. The plant will begin operations at the commencement of the season of 1921.

Acquire New Factory

Brantford Computing Scale Company, Limited, Purchase Plant in West Brantford

The Brantford Computing Scale Company, Limited, have acquired the Ker & Goodwin plant in West Brantford and will move their business there. The building was originally built for munition purposes and is 100 x 360 feet, with about 15½ acres of land. The company intend to make such additions as are necessary to take care of the large volume of foreign business offered. The manufacture of small motors and cream separators is under contemplation, but has not been definitely decided upon. Jigs and tools for the manufacture of these lines are available in the new plant.

The Brantford Computing Scale Company will offer their present plant for sale. It contains 22,000 square feet of floor space and is well adapted for manufacturing purposes. There is also certain land, owned by the company and adjacent to the present buildings, which could be used for further extensions.

New Brockville Industry

Machinery and Foundries, Limited, Commence Manufacturing Pumps and Castings

A new industry, which will be in operation early this month at Brockville, Ontario, is Machinery and Foundries, Limited, recently incorporated to manufacture hand and power pumps and gray iron and brass castings. The plant of the company consists of a machine shop 275 x 50 feet and a foundry 150 x 60 feet. Forty hands are to be employed at the commencement of operations, and this number will be gradually increased to one hundred and twenty-five.

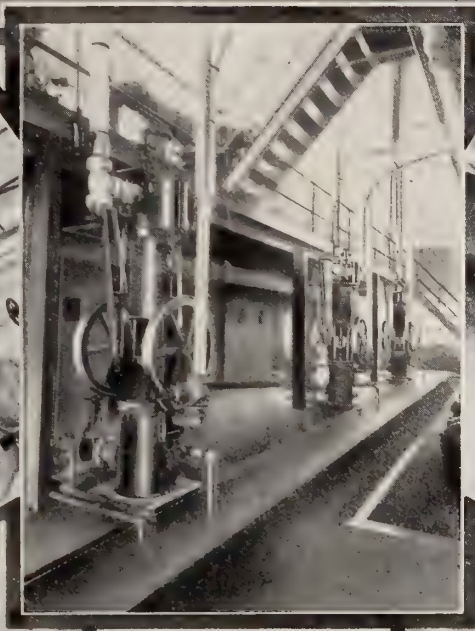
Machinery and Foundries, Limited, are organized under a Dominion charter with an authorized capital of $250,000, of which $100,000 is paid up. On the directorate are: J. Gill Gardner, president; C. M. Rudel, vice-president; W. McLeod Gardner, managing-director; Geo. E. Purkis, secretary-treasurer; Hon. Geo. P. Graham and L. J. Belnap, directors.

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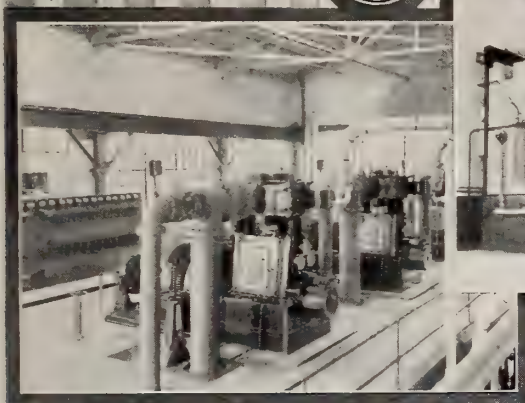
"Contraflo" Feed Water Heater



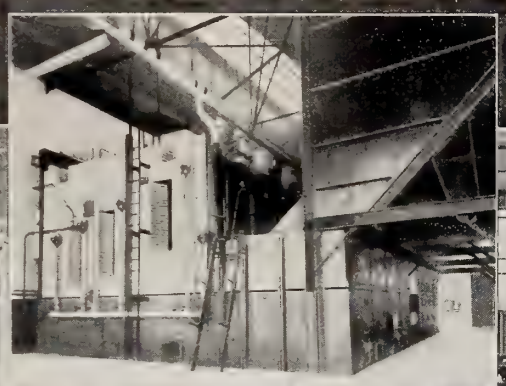
Edwards Type Steam-Driven Vertical Air Pumps



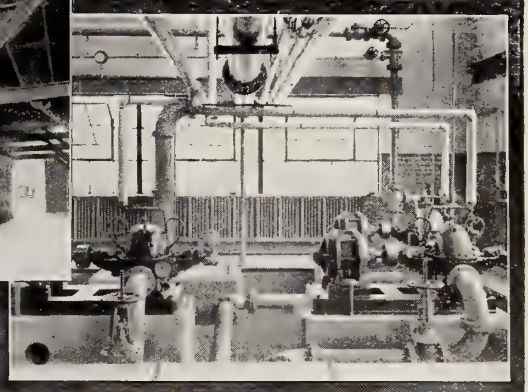
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Ruskin Operations, Limited

British Columbia Company Will Operate Shingle Mills at Stave Falls and Ruskin

Ruskin Operations, Limited, are a British Columbia company, capitalized at $200,000, to manufacture red cedar shingles. On October 1st they completed one five-machine mill at Stave Falls, and operated it for one month, when it was closed owing to market conditions. This mill has a capacity of 150 M shingles a day single shift, or 300 M shingles a day double shift.

The company will shortly proceed with the construction of a second mill at Ruskin, B.C. It will be at least as large as the Stave Falls plant, and probably larger. Outside of construction work a force of from 25 to 30 men is employed in manufacturing, while from 40 to 50 men are employed in logging operations. This figure is for the first mill when working on single shift. When it is reopened the company expect to be on double shift and will employ about 75 hands. The same number will probably be required at the Ruskin plant when it is completed.

Officers of Ruskin Operations, Limited, are: N. S. Lougheed, managing director; J. P. Roberts, chairman of the board of directors; G. G. Abernethy and H. Davidson.

Complete New Foundry

Canadian Hanson & Van Winkle Company, Limited, Can Now Cast Any Metal

A recently-completed addition to the Toronto plant of the Canadian Hanson & Van Winkle Company, Limited, takes the form of a thoroughly equipped gray iron foundry, where a special grade of soft gray iron castings for the machine trade will be produced. The company have also installed an up-to-date sand blasting equipment, where these castings will be treated to put them in shape for the requirements of their customers. All work has now been completed and they are operating the new foundry.

The company report that they are now in a position to cast any metal, and have one of the most complete foundries in Canada. Although the volume of business has fallen slightly, present indications are very encouraging. From their investigations they find that while the greater part of the metal working industry in Canada is not working to the maximum, most concerns are running along quite satisfactorily. Conservative buying has reduced sales to some extent, but on account of inventories being usually made around the first of January, this condition is quite in order at this time of the year.

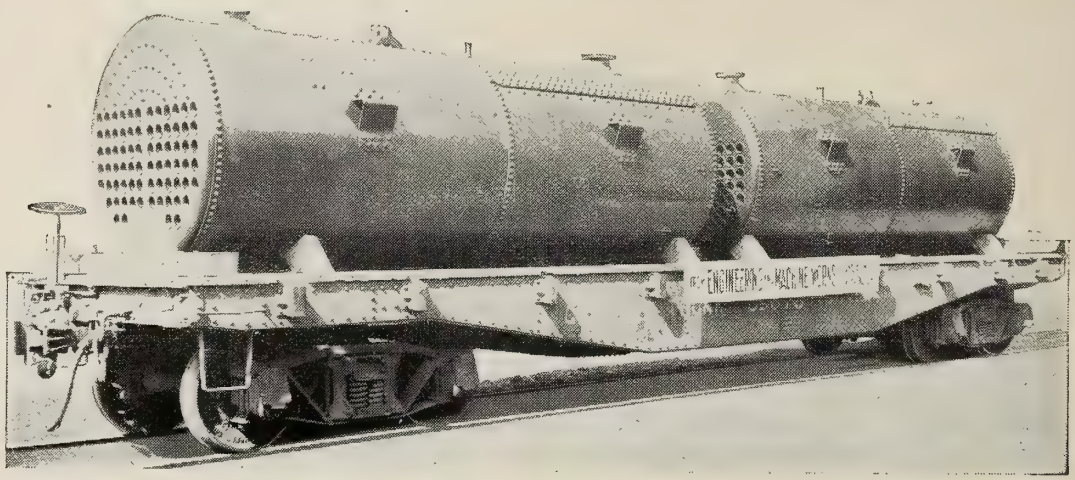
Expansion of Plant

Oak Tire and Rubber Company, Limited, Doubling Capacity of Oakville Plant

The Oak Tire and Rubber Company, Limited, have found that increasing business during the past year necessitates an expansion of their plant at Oakville, Ontario. A storey is to be added to the present building, and when the alterations are completed and the requisite machinery installed, the present capacity will be doubled.

Reorganization of the company is taking place, and in connection with the increase of authorized capitalization from $400,000 to $3,000,000, a stock dividend of 100 per cent. is being paid to shareholders in the original concern. A quarter of a million dollars of 8 per cent. preferred stock will be sold to provide funds for extensions to the plant at Oakville and for machinery and working capital.

The company's balance sheet as at June 30 last showed current assets of $320,654 and current liabilities of $187,942. Total assets were $666,964 and the balance $106,823. Net earnings for six months were $66,976.



We use multiple electric drilling machines

to drill rivet holes from the solid when required, ensuring absolute accuracy and uniformity. In all respects our shop practice is essentially modern ensuring highest grade product. We build Boilers to conform to the various Provincial boiler codes.

Engineering and Machine Works of Canada, Limited

St. Catharines, Ont.

Eastern Sales Offices : **Hall Machinery Co., Sherbrooke, Que., and Birks Bldg., Montreal.**





EFFICIENT · ECONOMICAL · SERVICE · JOHN V. GRAY CONSTRUCTION CO. LIMITED TORONTO J.V.G



PROGRESSIVE manufacturers are realizing, more and more, the value of clean workmanship and good lines in the construction of factories as a means of promoting a feeling of comfort, and influencing employees towards quality and quantity in production.

The factory of the Dunlop Tire and Rubber Goods Company, as illustrated, is a striking example of modern concrete construction as well as fine office finish. We were selected as contractors for this building because of our reputation for quality of workmanship and economy.

JOHN V. GRAY CONSTRUCTION CO., Limited

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TORONTO WINDSOR

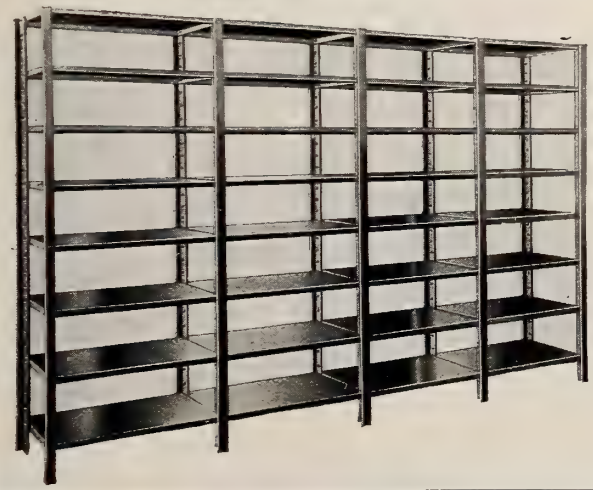
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Made in Canada

Steel Shelving

This floor-space saving, fire-proof equipment is a genuine labor saver. It means less steps for your men—more time for production.



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Ornamental Iron and Bronze Commercial Wirework of all kinds.

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THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON
CANADA

HALIFAX HAMILTON MONTREAL WINNIPEG OTTAWA CALGARY TORONTO VANCOUVER

Will Make Disc Wheels

National Engineering Company, Limited, of Sarnia, Ontario, To Manufacture New Product

The National Engineering Company, Limited, of Sarnia, Ontario, who manufacture air compressors, automobile tire pumps and machine tools of various types intend to add disc wheels to their list of products in the near future. The National Engineering Company are one of Sarnia's newer industries. Their plant has been in operation since April, 1920, and at present from twelve to fifteen men are employed. The company's capitalization is $150,000 and the officers are: J. W. Lawrence, president and general manager; W. A. Swan, vice-president and factory manager; and J. E. B. Phelps, secretary-treasurer.

Waterproof Garment Factory

Co-operative Rainproof Garment Company, Limited, Establish Plant in Sorel, Quebec

A new manufacturing concern for Sorel, Quebec, is the Co-operative Rainproof Garment Company, Limited, who have purchased a plant there and expect to be in full operation within a few months. They will employ about two hundred hands, of whom about 40 per cent. will be male and 60 per cent. female, and they count on paying over $150,000 yearly in wages. The products will be rubber goods, especially rainproof garments.

Will Make Wheels

Canadian Perfect Wheels, Limited, Will Manufacture Wheels at Listowel, Ontario

Canadian Perfect Wheels, Limited, are a recently incorporated company operating at Listowel, Ontario. They have acquired a plant there with 30,000 square feet of floor space and are remodelling it to meet the requirements of a modern wheel factory. The goods to be manufactured are automobile wheels, disc, wire and wood, and a general line of accessories, stamped work, etc. The company expect to be manufacturing early in April. At present they are employing from fifty to seventy-five hands, and this number will be increased to 150 as required.

The capitalization of Canadian Perfect Wheels is $100,000. They propose to enter both the domestic and export field with their products. The officers are: G. McIlrose, president; M. K. Becker, vice-president; C. M. Kolbenstetter, secretary-treasurer; John Gabel, Aaron Ringler, Henry Bender, Dr. James Moore, F. H. McCallister, R. Oliver, directors.

Add New Building

Addition to Plant of Pacific Roofing Company, Limited, Vancouver, Approaches Completion

The new building which the Pacific Roofing Company, Limited, are adding to their plant on Granville Island, Vancouver, will be completed about the 15th of this month. It is a two-storey building of mill construction, with corrugated iron sides and roofed with "Never Leak" roofing, the company's own product. The dimensions are 40 x 125 feet. The cost will be about $5,000.

This part of the plant will be used for the manufacture of wallboard, under a new process, which includes sawdust and hydro-magnesite as principal ingredients. The company are developing their own magnesite property at Tatlow, B.C., on the P.G.E. Railway and will be supplied with raw material from there.

The Pacific Roofing Company report a good year's business. Things are quiet at present, but they expect that building and a consequent demand for their product will soon be stimulated.

The Diamond State Fibre Company of Canada, Limited, now located at 455 King Street West, Toronto, have outgrown their present warehouse and factory, and are looking around for larger premises.

To the Buyer of Equipment for Industrial, Hotel, or Institutional Kitchens





As a buyer of the above equipment, you are held responsible for its efficiency and stability. This is a large responsibility. Moreover, there are very few organizations who are in a position to advise and help you. Equipment of this nature is highly technical. It requires experienced mechanical judgment and skill to execute it. You may devote your best brain in the formation of the plan. Its acceptance, however, is only the first step.

Catalogues of various equipment are on your desk. They receive your consideration. You may do one of two things.

Order each individual item from different firms or place your confidence in one firm to furnish you with the entire equipment. The latter is not only the most satisfactory from practically every point of view but it also relieves you of a mass of detail. In either capacity, that is, in supplying one piece of equipment, or, in the furnishing of the entire equipment, we offer you our services. Our experience is manifold. Write us so that we may send you our literature. Our experts are at your command in submitting layouts and prices. Write us when you need us.

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ECONOMIES can often be effected by using stampings instead of forgings. The engineers in charge of our Steel Stamping department are prepared, upon request, to place their specialized knowledge at your disposal, to ascertain if stampings can economically replace forgings in your business.

Our plant is one of the largest and best equipped of its kind in the British Empire and it is at your service.

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HAMILTON, CANADA **LIMITED**

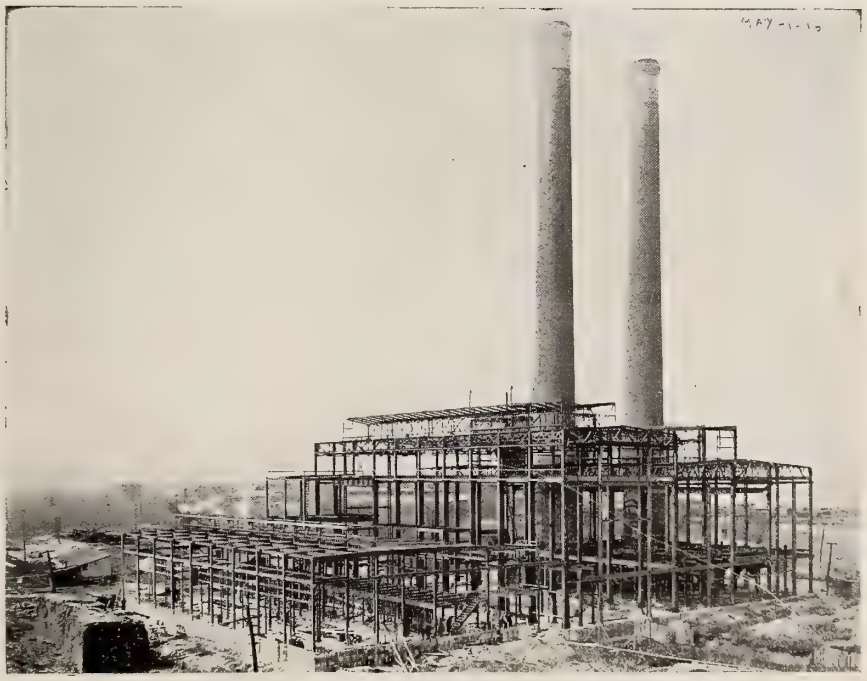
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Capacity 36,000 Tons



Steel work for Steam Power House recently erected for
The Dominion Power and Transmission Co., Hamilton, Ontario

New Building Completed

Chatham Malleable and Steel Manufacturing Company, Limited, Extend Their Plant

An addition to the plant of the Chatham Malleable and Steel Manufacturing Company, Limited, manufacturers of automotive and hardware specialties and sanitary stable equipment at Chatham, Ontario, is now complete, and the necessary machinery is now being installed. The addition is a one-storey, heavy timber frame building, 36 x 100 feet, constructed on a cement foundation, and with a cement floor. Its principal use will be for assembling room and stock-room, but some manufacturing processes will also be carried on in it. The estimated cost is in the neighborhood of $5,000. It will mean a material increase in output as lack of room has hitherto been something of a handicap.

The company report satisfactory conditions in their business. Their plant has been working on full time all winter and orders in hand and prospects seem to warrant the expectation that this will continue for the balance of the season.

Another Branch Plant

Elcaya Company of Canada, Limited, to Manufacture Toilet Preparations at Aylmer, Ont

The Elcaya Company of Canada, Limited, manufacturers of toilet preparations, will occupy a building at Aylmer, Ontario, where they expect to begin operations by March 1st. The building is 2½ storeys high, 34 x 66 feet, with boiler house and sheds for storage extra. The goods to be manufactured are cold cream, rouge, face powder and any other Elcaya preparation that may be found suitable for the Canadian market. The capacity of the plant is unlimited, but for the time being it is planned to have an output of about 25 gross a day. There will be only a few employees required.

Make Vulcanite Roofing

Beaver Company, Limited, Have Ottawa Plant for Manufacture of Roofing Materials

The Beaver Company, Limited, are now making vulcanite roll roofings and asphalt shingles in Canada. A modern and completely equipped plant is now in operation in Ottawa for the manufacture of these products. The sales offices of the Beaver Company are at Thorold, Ontario, and convenient distributing points are being established as quickly as possible throughout Canada. Arrangements are under way for an advertising campaign and other aids to dealers in roofing materials.

Sulphite Plant Completed

Canadian International Paper Company, Limited, Operate First Unit of Three Rivers Mill

Towards the end of December the sulphite plant of the Canadian International Paper Company, Limited, at Three Rivers, Quebec, was set in operation. It will have a capacity of 60 to 70 tons of sulphite pulp a day and the first shipments of the product will soon be made. The company expect to complete their paper mill within the next twelve months. Its product will be newsprint and the daily output should be from 200 to 240 tons.

The Tuttle & Bailey Mfg. Co. of Canada, Limited, manufacturers of registers, ventilators, grilles and screens at Bridgeburg, Ontario, are planning to enlarge their factory by the construction of a new foundry building.

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ROUNDS, SQUARES, FLATS, ANGLES AND SPECIAL SECTIONS FOR AGRICULTURAL IMPLEMENTS

Prompt Shipment from Stock

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Assets for Security of Policyholders, $4,552,020.43.

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Angle Bars Track Bolts Tie Plates Tie Rods Spikes

SCREWS	WIRE	NAILS
Steel	Steel and Brass, Copper and	Wire
Brass	Bronze, Heavy and Fine,	Cut
Bronze	Bright, Annealed, Coppered,	Boat
Wood and	Galvanized, Tinned, Stranded,	Horseshoe
Machine	Steel and Copper Cable,	Shoe Nails
Screws	Barb, Woven Clothes Line	Tacks

POLE LINE HARDWARE

Pole Steps Cross Arm Braces Guy Clamps Guy Rods

WROUGHT PIPE	FORGINGS	LEAD PRODUCTS
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BLOOMS
BILLETS
PLOW BEAMS
ANGLES
CHANNELS

THE
STEEL COMPANY
OF
CANADA
LIMITED

HAMILTON MONTREAL

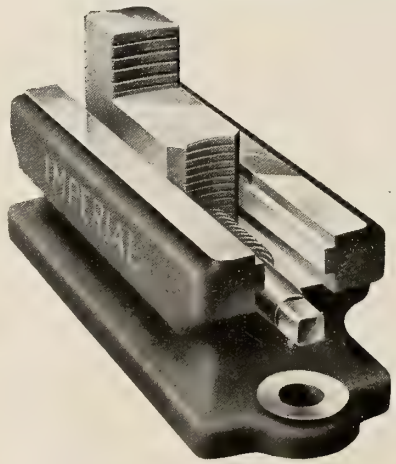
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HORSE SHOES
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RIVETS
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The "Imperial" Face Plate Jaws

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Made in Canada



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will give you the best satisfaction

Manufactured by

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BRANTFORD - - ONTARIO

Mill Superintendents Organize

New Section of American Pulp and Paper Mill Superintendents Association Formed

At a meeting held in Niagara Falls, Ontario, at the Clifton Hotel, on January 8th, the Canadian pulp and paper mill superintendents were organized as part of the American Pulp and Paper Association. The new organization has for its official title the "Eastern Section of the Canadian Division of the American Pulp and Paper Mill Superintendents Association," and will be all Canadian as far as membership is concerned. The parent society includes members from both Canada and the United States.

On the executive of the new division are William A. Anderson of the Kinleith Paper Mills, chairman; W. E. Ziemann of the Abitibi Power & Paper Company, vice-chairman, and C. Nelson Gain of the Don Valley Paper Company, secretary. The meeting was well attended and several papers were read on subjects connected with the work of the members. M. J. Argy of the Cliff Paper Company, Niagara Falls, was temporary chairman when the gathering assembled and outlined the aims of, and the work to be accomplished by, the Canadian Branch.

Buy at Home

Canada Foundries and Forgings, Limited, Present New Made-in-Canada Argument

An envelope received at the office of INDUSTRIAL CANADA early in January contained a new presentation of the argument for buying Made-in-Canada goods. While the envelope bore the name of Canada Foundries and Forgings, Limited, Welland, Ontario, the enclosure was a bill from Washington, U.S.A., in which "You commercial slaves, Dominion of Canada," are shown as debtors to Uncle Sam, General Merchant, for $100,000,000. This, in the terms of the invoice, is "for exchange only, for 1920, on goods you could have bought at home." The account is receipted.

Cost of Welfare Work

Financial Statement of McClary's Employees' Welfare Department is Published

The annual financial statement of McClary's Employees' Welfare Department for the year ended August 31st, 1920, is published in the November number of *McClary's Wireless*. It includes receipts and expenditures for hospitals, stores and cafés run by the department. Receipts for the year, divided mainly from sales in stores and cafés, amount to $77,372.88. This includes a grant of $1,565 from the company, but other expenses, such as repairs, alterations, proportion of taxes, insurance and interest on capital tied up, etc.—items that for the past year amounted to nearly $8,000—are not shown.

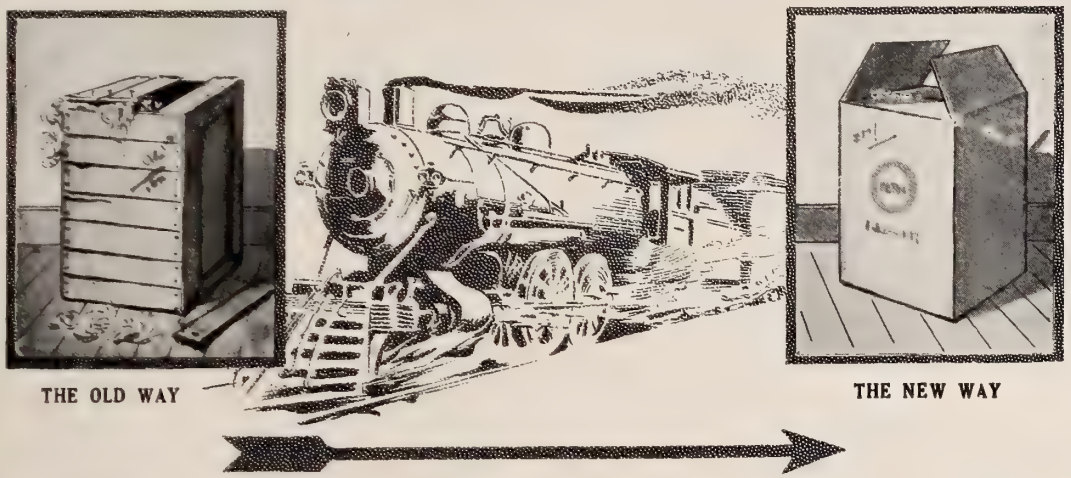
As the company's aim is to sell food at the actual cost of provisions and labor of preparation, the profits are small. For the store a cash balance of $79.73 is shown, while the cafés have a profit of $65.65. The largest disbursements were for food supplies, goods for the store and wages.

A Handsome Calendar

Brigden's, Limited, Use a Canadian Scene for New Year's Greeting

A handsome calendar for 1921 has been received from Brigden's, Limited. It is decorated with a three-color reproduction of a painting by F. H. Brigden, O.S.A., the scene being the upper Don Valley near the city of Toronto. The effect is one sometimes seen in the late afternoon of a hot day in August.

H. & D. Corrugated and Solid Fibre Board



CONTAINERS will save on your transportation charges, save your floor space, cut down packing expenses, and give you positive protection against loss from damage and pilfering. Write for prices and samples.

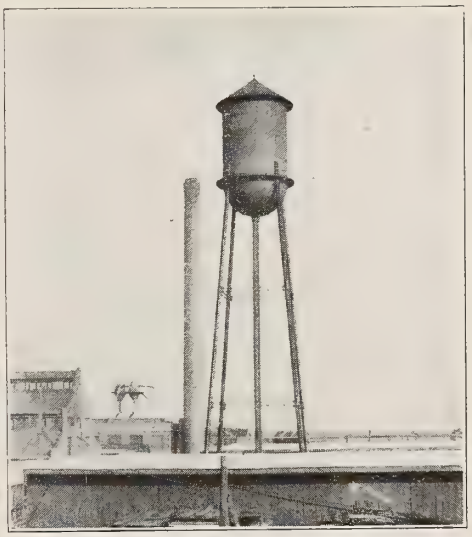
The Hinde & Dauch Paper Co. of Canada Limited, Toronto, Canada

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The All Steel Elevated Water Tank is the most economical installation for Automatic Sprinkler systems for fire protection, general mill supply, or Municipal Water Works systems.

Its first cost is not excessive, the maintenance expense is very low, and there is no danger of leakage, falling ice, or possibility of the tank bursting or catching fire.

Hundreds of our All Steel Elevated Water Tanks now in service throughout Canada bear witness to these facts.



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Book Reviews

Advertising Art Work

Toronto, the Capital of Ontario. Eleven reproductions of etchings made in the art department of Rous and Mann, Limited, Toronto.

The publishers of this exquisite little book have always maintained a high standard in printing and art work, and all who are fortunate enough to receive a copy will agree that this recent production is in accordance with the best traditions of the firm.

The scenes reproduced are all familiar spots in the City of Toronto. The charm one finds in the reproductions lies in the touch of the artist. His skill has caught the beauty of structures that thousands of citizens pass unheeding every day, and even to the scenes which familiarity has not yet spoiled for us, such as Hart House and the Bloor Street Viaduct, something has been added. The view of the latter is a curiously fascinating study in perspective. The effect does equal justice to the strength and the grace of that engineering triumph.

There is not one of the etchings that does not deserve individual mention and praise. Lovers of London will have their sympathies stirred by the pictures of Massey Hall and Queen Street. There is also something of an old-world touch in the classic outlines of Osgoode Hall, while modern commercialdom is well represented by the sky-scrapers that mark the intersection of King and Yonge Streets, the new Union Station and the Harbor Commissioners' Building at the foot of Bay Street. A touch of humor is revealed by the figure of the spectacled art student who stands in the foreground of a winter view of the Grange, and that other link between past and present, the Old Fort, is treated with a clear sense of the spirit of romance that lingers there.

"Perfection is finality; finality is death." There are one or two faults that might have been avoided. In the first place, the historical and descriptive notes which face the reproductions are printed in Roman capitals, quite in keeping with the general style of the work, but rather tiring to read; and, secondly, these notes are marred by a few glaring mistakes in English.

For the rest, the book is perfect. The heavy cream-colored paper, pleasant to touch and to see, gives it the proper note of richness and dignity. It is certain that the avowed intention of the publication, to advertise the artistic resources of Rous and Mann, will be crowned with success.

An encouraging word comes from the Nonsuch Mfg. Co., Limited, manufacturers of shoe dressings, Toronto: "Never in the history of this company have we found business conditions as good during the month of January as they are now," they state. "These conditions do not apply to business in any one section of Canada but to all parts, and we anticipate that 1921 will be a banner year. Buying for spring delivery is brisk and we are finding no lack in demand for our products."

W. R. Ingram, assistant manager, Swift Canadian Co., Winnipeg, has been appointed General Traffic Manager in Canada for the company and will have jurisdiction over traffic matters pertaining to all their plants in Canada. Mr. Ingram was chairman of the Prairie Division, C.M.A. in 1915-16 and has been a member of the Executive Committee for some years. For the past four years he has served as chairman of the Division's Transportation Committee. Members of the Winnipeg branch will give Mr. Ingram a suitable send-off.

Waterous

BRANTFORD, ONTARIO, CANADA

Power & Heating Boilers

Proper steam production is essential in any power mill.

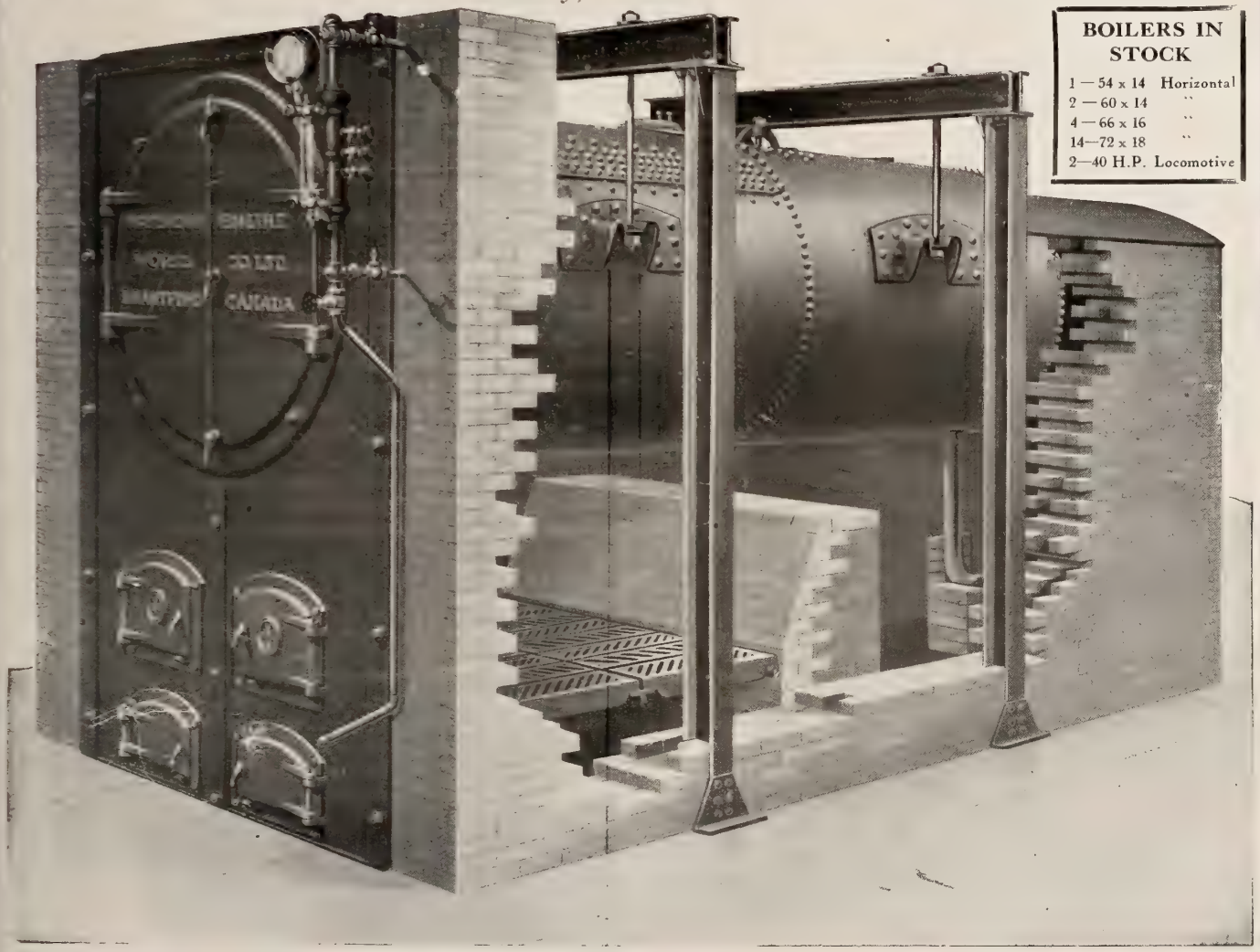
Waterous Boilers enjoy an enviable reputation for easy steaming and for economy in fuel consumption. The correct design of boiler settings is mainly responsible for this.

Whether you are burning coal, screenings, refuse, wood, sawdust, gas or oil, we supply settings that burn it with the least labor and with best economy.

We build Heating Boilers up to 72" x 16', Return Tubular Boilers for power use, up to 165 H.-P.; settings, single or battery, in brick or all-steel.

BOILERS IN STOCK

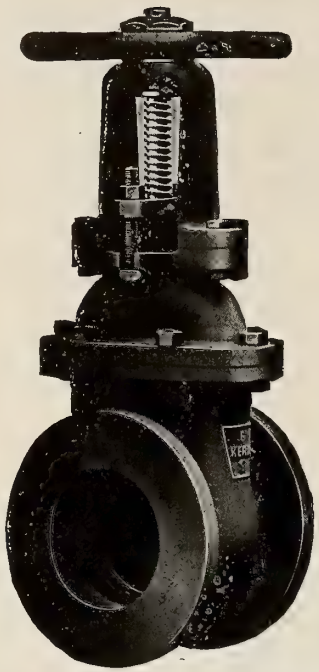
1 — 54 x 14	Horizontal
2 — 60 x 14	"
4 — 66 x 16	"
14—72 x 18	"
2—40 H.P.	Locomotive



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The Waterous Engine Works Co., Ltd., Brantford, Canada

Kerr Iron Body Gate Valves



embody all that is modern in gate valve construction. Strong, compact and pleasing in appearance.

Every valve tested and guaranteed.

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60 Cycles, 1 Phase, 110 Volts, Second-hand.

3 ½ h.p. 1200 rev., clutch type, T.H.E.
1 1 h.p. 1800 rev., split phase, Peerless.
1 Electric Hoist, 550 volt, 25 cycle, 3 phase, 1000 lbs. capacity. New.

NEW SINGLE PHASE MOTORS IN STOCK

Repulsion.

2 2 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
2 2 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
7 ½ h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
5 ½ h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
1 1 h.p. Wagner, 110/220 volt, 60 cycle, 1800 rev.
1 1 h.p. Westinghouse, 110/220 volt, 60 cycle, 1800 rev.
4 ½ h.p. Wagner, 110/220 volt, 60 cycle, 1800 rev.

Split Phase.

2 1 h.p. St. Louis, 110 volt, 60 cycle, 1800 rev.
2 ½ h.p. Menominee, 110 volt, 60 cycle, 1800 rev.
4 ¼ h.p. Menominee, 110 volt, 60 cycle, 1800 rev.
4 ¼ h.p. Ohio, 110 volt, 60 cycle, 1800 rev.
4 ⅛ h.p. Menominee, 110 volt, 25 cycle, 1500 rev.

Toronto and Hamilton Electric Company, Limited
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HAMILTON - - ONT.

Canadian Exports–an Answer to Critics

By ALEX. MARSHALL

Manager, Commercial Intelligence Department, C.M.A.

IN various quarters recently views have been expressed that Canadians have not been closely attending to the development of export trade. It has also been suggested that they have refused, forsooth, to sell goods to Russia and the new Middle European countries. There must be some fundamental misunderstanding as to the proper basis on which export trade can be successfully operated. This is a modest attempt to outline some fundamental conditions and to show the actual progress of Canadian export trade in manufactured goods.

In the first place it can be stated as actual fact that in the two years since the signing of the Armistice there has been more money spent by Canadian manufacturers in endeavoring to develop export trade than in any ten years previous to the war. Not only has more money been spent, but more people have been engaged. Where there were probably between two hundred and three hundred manufacturers doing considerable amounts of export trade before the war, this figure will now easily exceed one thousand. Supplementing the manufacturers' effort, there have been many export organizations formed to facilitate trade between Canada and various other countries. Many branches of Canadian banks have also been established in foreign countries to assist in developing trade, and we may be sure that the banks would not pursue this policy if they were not assured that the manufacturers of Canada were putting forth great efforts to maintain the trade for the future. Increased Canadian shipping facilities granted by the Canadian Government Merchant Marine and private companies are another voucher for the earnestness of Canadian manufacturers in export trade.

Surely it can be taken for granted that no one will advocate filling up mills and factories with export business taken at prices that mean a loss to the manufacturer in each transaction. Such a course would not only be folly from a purely export point of view, but would be unfair to the Canadian consumer and would bring down to failure many domestic businesses rather than help their expansion and development.

The Basis for Export Trade.

The basis for all good export trade is the ability of the customer to pay. In a large area of the world to-day many business firms have neither the cash to finance the transactions nor the requisite credit to enable the seller to assist in financing. And in many cases where the cash is available the seriously adverse exchange rates put a normal Canadian price beyond the economic limits on which re-sales can be made in the importing country. Immediately after the Armistice there were great essential requirements that had to be fulfilled almost regardless of price. Many of these transactions were conducted during the period when exchange was pegged and were, therefore, on a purely fictitious level exchange basis.

The changing over of British and French industries from a war to a peace basis has enabled the manufacturers of those countries, not only to produce many of these requirements for their domestic market, temporarily imported, but also to produce for the export trade in competition with Canada and the United States, and coupled with the adverse exchange rates now in force have as a natural consequence seriously diminished Canada's export trade with those countries.

A comparison of the export records of the six months ending September 30th, 1919, and the same period in 1920, shows that, if the natural diminution of export to Great Britain is omitted, Canada's export trade to other parts of the British Empire has increased in the 1920 six months' period by

Made in Canada Conduit

For
Electrical
Wiring

Labelled under Supervision of Underwriters' Laboratories

XCELADUCT

GALVANIZED

Manufactured by

National Conduit Company, Limited

Toronto

$23,000,000, the greatest increases being noted in British West Indies, British South Africa, New Zealand, Australia, Hong Kong and Newfoundland, and the total Canadian trade with these countries is largely in manufactured goods.

The approximate figures showing the *increases* for the six months in 1920 over the same six months in 1919 are as follows.

Country.	*Increase.*
British West Indies	$2,500,000
British South Africa	5,000,000
New Zealand	2,500,000
Australia	3,500,000
Newfoundland	2,500,000

These represent in some cases almost a doubling up of Canadian trade with the specified countries and together with the increases noted in foreign countries given below may contain a suggestion to manufacturers not now exporting as to the most prolific fields for Canadian endeavor.

The total decrease in exports to the United Kingdom amounted in the same period to $123,600,000. While some reduction in the shipment of manufactured goods must be admitted the serious source of falling off is found in the fact that the total decrease in export of agricultural produce for the period was $92,000,000.

In trade with foreign countries, France omitted, an increase of exports amounting to $77,000,000 for the six months ending September 1920, over the same period in 1919 is shown. The principal increases occurred in trade with Argentine, Belgium, China, Cuba, what was formerly German Africa, United States, Greece, Italy, Norway, Spain and Sweden. Even assuming that all our increased exports to United States were raw materials or foodstuffs, a fine balance of the total increase is left to represent manufactured goods entering the other countries named.

Although there was a falling off in shipments to France amounting to $17,000,000, this is largely due to the partial re-establishment of French industries and to the economical policy now being pursued by the French Government and people. On the other hand the following increases show how active Canadian industries have been in developing other fields.

Country.	*Increase.*
Argentine	$300,000
Belgium	12,000,000
China	800,000
Cuba	1,000,000
Former German Africa	2,225,000
Greece	7,500,000
Italy	7,400,000
United States	47,000,000
Norway	3,000,000
Spain	600,000
Sweden	3,000,000

These figures certainly show that much has been done in spite of the many obstacles in the way and should be most encouraging to Canadian manufacturers now catering to export markets and should in addition be an urge to manufacturers who have been considering export plans. Much yet remains to be done and with domestic business in some lines not being what it might be, makes it no time to be resting on our oars waiting for some favorable turn of the tide.

The proportions of manufactured goods forming the exportations of Canada has steadily risen. In 1880, the proportion was only five per cent. of manufactured goods to the total volume of exports. In 1890, the proportion of manufactured goods was seven per cent. In 1910, it had increased to thirteen per cent., in 1916 to thirty-two per cent. and in 1919 to forty-three per cent. This analysis cannot yet be made for

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1920, but taking all things into consideration, it is safe to say that Canadian manufacturers need not be ashamed of the record that the figures will show. The record given here effectually disposes of the charge that Canadian manufacturers have not been diligent in seeking export trade.

It should be remembered in discussing export possibilities with countries where financial and business conditions are not more or less stable that it is practically suicidal for individual companies in Canada to attempt to trade with individual companies in many of the countries to which Canada is not now exporting.

One source, and possibly the only source, for better conditions and better economic relationship is the setting up of some administrative organization which can superintend credit operations based on bonds issued by individual countries now in financial straits covering the national assets which undoubtedly exist in each. This may be the only means of bringing goods and consumers together with anything like speed. Otherwise, in many of the countries, there will be a long siege of destitution and want until they can straighten things out on a national basis and enable the producing and commercial enterprises to get running again on something like a normal basis. The longer this process takes the more adversely it will affect nations more happily placed.

It seems more or less incongruous that manufacturers should be blamed for not selling goods to Russia, Poland, Czecho-Slovakia, the Serb-Groat-Slovene States and other countries when in those very places millions of people are starving and the Canadian and American agricultural interests are having difficulty in finding a market for their wheat and other foodstuffs. If it is as simple a matter to develop export trade in manufactured goods with these countries and get payment for them, as some critics allege, surely it should be far easier to find abundant markets for foodstuffs among the starving nations in Middle Europe, yet the export figures do not reveal any considerable movement of foodstuffs from Canada to those countries.

The Bonus System

John Morrow Screw & Nut Company, Limited, Find Their Plan Satisfactory

The bonus system introduced in the plants of the John Morrow Screw & Nut Company, Limited, at the beginning of 1920 has, in the opinion of the management, proved successful, and for the present will be continued in the company's plants. It was instituted with a twofold object in view: First, to secure increased production, and, secondly, to find a method that would make possible a basis for a fair division of the earnings of the plants as between employees and shareholders of the company.

In a letter from the company to the employees the following tribute is paid to the plan:

"The board of directors and the management desire at this, the opening of another year, to express to every employee of the company their appreciation of the heartiness with which the workers entered into the spirit of the new plan, and also their gratification at the results obtained. Not a complaint worthy of the name has been heard against either the basis upon which the bonus has been paid or against the administration of the system.

"The increased pay received by every employee sharing in the distribution during eleven months (the figures for December not yet being available) has averaged 22½ per cent. on the wages earned, and the total amount contributed during twelve months will amount to over $77,000.00."

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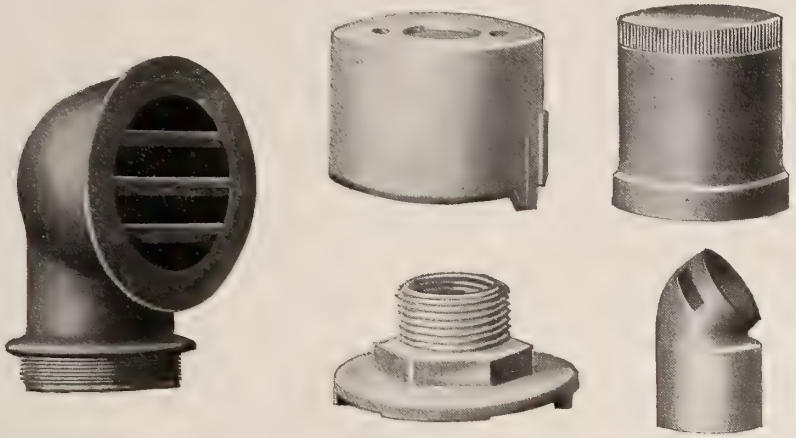
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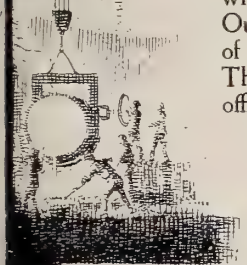
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Manufactures in 1918

THE LATEST STATISTICS

THE Dominion Bureau of Statistics has prepared a general review of the statistics of the manufacturing industries in the Dominion for the calendar year 1918, covering the operations of 35,797 establishments, located by provinces, as follows: Ontario, 15,365; Quebec, 10,640; Nova Scotia, 2,125; British Columbia, 1,786; Manitoba, 1,441; Saskatchewan, 1,422; New Brunswick, 1,364; Alberta, 1,252; Prince Edward Island, 484, and the Yukon, 15.

Principal Statistics of Industry

A table showing the comparative statistics of industry for the years 1917 and 1918, and also the increases during the years mentioned is given below:—

Statistics.	1918.	1917.	Increase over 1917.
Capital investment	$3,034,301,915	$2,786,649,727	$247,652,185
Employees on salaries...	75,198	73,605	1,593
Salaries	107,462,484	94,992,246	12,470,238
Employees on wages ...	602,589	601,305	1,284
Wages	521,998,379	455,199,823	66,798,556
Cost of materials	1,900,252,314	1,605,730,640	294,521,674
Value of products	3,458,036,975	3,015,577,940	442,459,035

Statistics by Provinces

The following summary shows the amount of capital invested, the cost of materials and the value of products in Canadian industry by provinces, arranged in order of the value of production:—

Provinces.	Capital Invested.	Cost of Materials.	Value of Products.
Ontario	$1,508,011,435	$1,008,824,704	$1,809,067,001
Quebec	860,468,768	472,444,599	920,621,171
British Columbia	244,697,241	109,403,517	216,175,517
Nova Scotia	133,262,649	93,540,657	160,409,890
Manitoba	105,983,159	92,600,183	145,031,510
Alberta	61,405,933	54,740,907	82,434,422
New Brunswick	74,470,879	34,513,640	68,333,039
Saskatchewan	39,476,260	30,614,183	50,009,635
Prince Edward Island.	2,886,662	3,547,800	5,693,878
Yukon	3,638,929	22,124	260,882

Employees, Salaries and Wages

The number of persons employed on salaries and on wages by provinces is presented below, in order of the value of production:—

Provinces	Employees on Salaries Number	Salaries	Employees on Wages Number	Wages
Ontario	39,212	$56,802,691	294,724	$264,357,523
Quebec	20,835	29,667,542	186,678	146,132,433
British Columbia	4,588	6,902,901	39,451	43,519,262
Nova Scotia	2,163	2,548,097	26,873	22,266,132
Manitoba	3,222	4,809,254	20,665	18,580,427
Alberta	1,881	2,524,699	8,013	7,724,766
New Brunswick	1,792	2,453,825	18,096	11,793,563
Saskatchewan	1,291	1,588,665	6,775	6,907,507
Prince Edward Island...	194	124,789	1,273	652,278
Yukon	20	40,021	41	64,488

Fuel Consumption

The total cost of the fuel consumed in Canadian industries during the year 1918 was $77,858,434. By classes of fuel, the quantities and values were as follows:—

		Value.
Bituminous coal	6,307,267 tons	$45,115,147
Anthracite coal	463,111 tons	3,477,609
Lignite coal	247,553 tons	884,562
Coke	823,522 tons	8,670,134
Gasoline	2,294,347 gals.	1,142,841
Fuel oil		12,600,747
Gas, artificial and natural..		1,898,997
All other fuel, unspecified		4,068,397

Miscellaneous Expenses

The total outlay for all items of miscellaneous expense during the year amounted to $327,433,047, the cost of the separate items comprising this total being:—

Rent of offices, works and machinery	$15,840,308
Rent of power	25,313,418
Insurance premiums	13,556,416
Taxes, municipal, provincial and federal	45,155,232
Royalties, use of patents, etc.	2,768,879
Advertising expenses	10,342,465
Travelling expenses	13,852,704
Ordinary repairs to buildings and machinery	46,722,320
All other sundry expenses	153,881,305

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Thirty Leading Industries

Principal statistics of the thirty leading industries in the Dominion and the totals for all industries are presented in the following table. The capital invested in the thirty industries was 68.4 per cent. of the total for the whole Dominion, employees 62.3 per cent., salaries and wages 65.5 per cent., and the value of products 66.8 per cent.

Industries.	Capital.	Employees.	Salaries and Wages	Value of Products.
Flour, etc.	$78,303,022	7,407	$7,555,476	$262,537,122
Meat packing	86,969,756	11,815	12,153,501	229,231,666
Rolling mills	109,538,103	20,047	27,653,972	209,706,319
Munitions	54,112,884	36,760	45,914,822	186,034,920
Lumber	182,254,740	60,868	49,786,122	146,333,192
Pulp and paper	241,344,704	25,863	26,974,226	119,309,434
Butter and cheese	19,079,912	7,305	5,503,594	94,927,032
Foundry	84,122,446	26,463	28,960,374	82,493,897
Shipbuilding	56,299,033	21,705	26,350,128	74,799,411
Cottons	53,796,394	16,004	9,227,343	66,399,228
Cars	32,217,295	11,739	13,126,459	66,068,705
Smelting	56,135,981	5,508	8,639,472	62,482,256
Housebuilding	36,722,958	21,107	20,693,169	60,522,151
Sugar, refined	37,256,851	2,558	2,626,890	58,812,219
Electric light	401,942,402	9,640	10,354,242	53,449,133
Boots and shoes	33,274,753	9,246	9,425,097	46,387,665
Hosiery and knit	31,092,866	12,627	7,231,182	45,755,129
Plumbing	28,531,076	10,622	9,136,367	41,870,529
Car repairs	72,322,688	16,531	18,677,388	40,972,617
Drugs and chemicals	26,029,530	4,292	5,872,947	38,252,587
Tobaccos	23,284,799	7,897	5,338,347	37,883,974
Implements	74,410,603	10,072	10,268,539	34,853,673
Fish, preserved	30,334,129	5,710	3,566,442	34,007,628
Clothing, men's	25,703,795	8,961	7,560,749	33,835,793
Leather	28,435,806	3,631	3,464,845	33,273,925
Clothing, Women's	19,020,092	10,853	8,006,246	32,364,340
Printing	30,110,354	12,277	10,875,418	30,325,123
Electrical	43,285,405	8,859	8,449,841	30,045,399
Boilers & Engines	28,891,924	7,803	8,940,221	29,470,457
Lumber products	31,306,543	8,226	6,390,083	29,425,925
30 industries.	$2,076,630,844	422,397	$418,623,502	$2,311,831,449
All industries.	3,034,301,915	677,787	629,460,863	3,458,036,975

A Large Outpu

Consolidated Mining & Smelting Company, Limited, Have a Good Year

The output of the Trail Smelter of the Consolidated Mining & Smelting Company, Limited, for 1920, was the third largest in the history of the company, being exceeded only by the war years of 1917 and 1918. The value of the output of metals for the year is estimated at $8,161,200, as compared with $7,942,191 in 1919. Considering the drawbacks of the year, including labor troubles in portions of the district and the decline in metal prices, the showing is particularly good.

The approximate of the various metals made from the weekly statements (the month of December being estimated), is as follows:—

	Output.	Value.
Gold	42,636 ozs.	$900,000
Silver	1,098,014 ozs.	1,281,000
Copper	4,750,000 lbs.	913,000
Lead	25,723,000 lbs.	2,130,000
Zinc	37,131,000 lbs.	2,939,000

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TORONTO

Sales Staff Reorganized

John Morrow Screw & Nut Co., Limited, Announce Some Important Changes

The management of John Morrow Screw & Nut Company, Limited, Ingersoll, have recently re-organized the company's selling force. For the convenience of the patrons in Eastern Canada the company have established at 489 St. Paul Street West, Montreal, an office and warehouse where a complete stock of Morrow products will be carried. This branch will be in charge of F. J. McCarty. Mr. McCarty is an experienced tool maker, and has had, in addition, a large business experience, having been intimately and favorably known to the trade of the Montreal territory for several years past.

In Central Ontario a change has also been made. J. C. Adams, Toronto, now represents the Morrow Company in this territory. He, too, has the advantage of having had actual shop training. After leaving the bench he was for several years connected with the Vokes Hardware Company, Toronto, and since being demobilized from the Royal Air Force has been in the service of one of Canada's largest manufacturing concerns.

H. P. Stoneman, assistant general manager, has been in Western Canada completing arrangements whereby the Morrow Company will be adequately represented on the prairies and the Pacific coast.

In a recent interview J. F. MacKay, who assumed the duties of vice-president and general manager of the company on November 1st last, stated that the Morrow Company had been running at capacity practically throughout the entire year, sales showing substantial increases over the corresponding months of the previous year. Mr. MacKay further stated that from orders already on the company's books, and from inquiries being received daily, he was of the opinion it would be a matter of but a few weeks when the full equipment and force of the company would again be required to keep up with the demand.

In an interesting letter addressed by the company to each employee at the close of the year, the announcement was made that by means of a bonus system inaugurated one year ago, the wages of every employee—excepting the executive officers—had been increased by 22½ per cent. during the year, and that the total amount so distributed was over $77,000. The same system will be continued for some time to come.

Brussels Commercial Fair

Second Official Commercial Fair to be Held in Brussels Next April

From the 4th to the 20th of April next, there will be held in Brussels the Second Official Commercial Fair. This exhibition is held annually with the object of establishing direct communication between producers and buyers; exhibitors must either be genuine manufacturers or producers or, when agents and importers are exhibiting, they can only exhibit goods bearing the name of the producer or manufacturer. Exhibits are restricted to products from allied and neutral countries, and goods of a dangerous character, such as explosives, are prohibited.

The rental of stands has been fixed as follows: for a closed stand of 3 x 4 meters, 750 francs, for space in a hall, 50 francs per square meter, for space in open air, 30 francs per square meter and for a stand for two firms exhibiting together, 800 francs. The form of application for space must reach the committee, 19 Grand Place, Brussels, not later than February 15th. These forms and copies of regulations governing the fair may be obtained from the Consul General for Belgium at Ottawa.

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Correspondence

Publicity by Canadian Cities

WINNIPEG, Dec. 20, 1920.

EDITOR, INDUSTRIAL CANADA:

Thank goodness someone is concerned about Canada's lack of up-to-date publicity abroad.

Your editorial "Up-to-date Publicity" on page six of the December issue is timely and very much to the point. We trust it is but a forerunner of more articles that will bring home to Canadian citizens our indifference to this most important factor in our development.

The Dominion Government *does* maintain agencies in various parts of the world for dissemination of information about Canada. With Canadian cities themselves rests the responsibility of keeping these agencies well supplied with facts and photos of the present day.

It may interest you to know that Winnipeg, at least, has done her share in telling her story of progress to the people of other lands. There is not a Government agent in any part of the world to-day without photographs of Winnipeg, taken *this year*. There is not a library, club, university, Government office, travel bureau, statistical bureau or chamber of commerce of any importance in the United States or the British Isles that is not regularly supplied with up-to-date facts about Winnipeg and Western Canada.

More than 750 photographs and half-tone plates are constantly kept in service by the Publicity Bureau of this Board —a free service to magazines and newspapers that is doing much to advertise Canada abroad. As this letter is written, a mounted display of thirty photographs of Winnipeg is touring the leading cities of the Mississippi Valley, and ten others are at Seattle to be used in trade magazines of the Pacific Coast and the Orient.

"A million eyes will wonder at the wealth of Winnipeg; half a million brains will whirl with new thoughts of its greatness and half a million people will start talking about the richness of the Canadian West," said a leading Journal last May. "Why? Because the Winnipeg Board of Trade is making it possible for half a million people to view an advertising display of Winnipeg and the wealth of the West at the Annual Convention of the Associated Advertising Clubs of the World which takes place at Indianapolis, June 6 to 10. The Winnipeg Board of Trade is showing a display of no less than 60 square feet, which will contain historic photos of Winnipeg and its surroundings; panoramic views of the present day city, with its factories, industries and resources. The display will also contain folders, giving detailed information about the Prairie Provinces and a table of facts and figures about the markets of Western Canada."

Winnipeg was the only Canadian city represented at the Associated Advertising Clubs of the World Convention last year and the year before. We were proud to represent Canada at these great gatherings. We will be proud to do so again in 1921. But why should we be alone? Why should not Canadian cities occupy a prominent place at every such event of international importance?

Never in the history of this country has there been greater need for powerful, well-directed publicity by Canadian cities. Never has Canadian information been more eagerly sought and more eagerly read by peoples of other countries, than at the present time.

Combined with the efforts of the Department of Trade and Commerce, the Department of Immigration and the newly-organized Western Canada Colonization Association, there could be welded together during the next two years the greatest advertising campaign in Canada's history.

Let us not be steeped in apathy and doubt, but let us go forward *together*—for Canada!

Winnipeg Board of Trade,
Per J. M. DAVIDSON.

The Fire Pail That Protects—

EDDY'S



You always know where to look for the Eddy Fire Pail.

Because of its construction it will not stand alone—it must be placed on a rack or hook, ready to your hand when the call comes.

Made of ***Eddy's Indurated Fibreware,*** it cannot warp, split or fall apart. Lighter than wood, and wears like iron.

Ask to see it at your dealer's

The E. B. EDDY CO., LIMITED

Hull - Canada

THE FOUNDATION COMPANY
LIMITED
ENGINEERS CONTRACTORS
MONTREAL



View showing an early stage in the construction of a new concrete dam for the city of Sherbrooke, at Weedon, Quebec, on the St. Francis River. This will replace the old timber structure seen in the background.

Canadian
Armor Plate

Punches and Shears

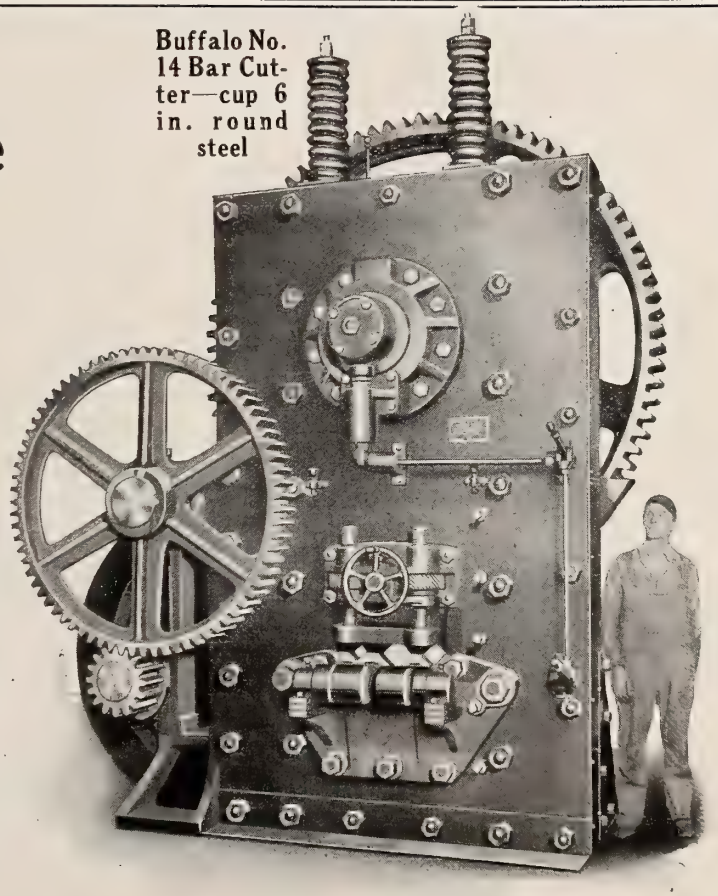
These machines have frames made of tough unbreakable rolled steel plates—bolted and doweled together to form one solid integral whole that will withstand continuous maximum capacity service.

Yet capacity for capacity "Armor Plate" machines are lighter and occupy less floor space than any cast iron or steel machine.

Our Catalogues tell why.
Write Dept. 14 for a copy.

Canadian Blower & Forge Co.
Limited
Kitchener, Ontario

Buffalo No. 14 Bar Cutter—cup 6 in. round steel





With our greatly increased capacity we need your business.

A wheel for every purpose and satisfaction guaranteed

Let us send our new Catalog and quote prices.

Dominion Abrasive Wheel Co., Ltd.

MIMICO, ONTARIO, CANADA.

MACDONALD MFG. CO., Limited

Toronto - Canada

Manufacturers of

PLAIN and LITHOGRAPHED CONTAINERS

for

Jam	Lard
Fruit	Oil
Vegetables	Paint
Meat	Varnish
Syrup	Tobacco
Butter	Talcum
Biscuits	Tea

Grocers' Sundries
Druggists' Sundries

Also Toys, Novelties, Tags and Advertising Signs

Well packed is half sold
Make your containers advertise you

Office and Works:
145 Spadina Avenue

Metric System in South America

Its use not as General as it is often Represented to be in South American Republics

There has been recently issued in the interest of the metric system a series of statements by the British consular officials throughout South America, by business men and others, all tending to show the universal use of the metric system, says the American Institute of Weights and Measures. To confirm or correct these statements on trade conditions, inquiries have recently been made among resident South Americans in New York banking and commercial houses. An interview with a business man from Venezuela is quite typical of all.

"Yes, the metric system is our only system. It is the legal one and we have to use it."

"But when the ladies go to the dry goods stores, do they make their purchases by the meter, or by the yard or the vara?"

"Oh, the vara of course."

(This is the old Spanish vara of 36 Spanish inches or 3 Spanish feet; approximately 33 English or American inches—the unit which corresponds to our "yard" as used in the same trade).

"Is coffee sold by the kilogram or by the quintal of one hundred pounds?"

"Oh no, the plantation sends in its coffee in 'cargas' of 10 arrobas equal to 250 pounds and each carga is put up in two bags of 125 pounds each. These are Spanish pounds too, each 1,000 pounds being 1,012 pounds English or 460 kilos."

"And is your land measured in hectares or caballerias?"

"My plantation is measured in 'cuadras.' A cuadra is 100 varas by 100 varas. We also speak of the acre, the same as here in the States."

These data apply to the strictly native conditions of trade. When we begin to talk of materials imported into those countries we speak of "board feet," "8-inch 1 beam," "24-inch cast iron pipe," etc.

We do not question the intention of these people to do otherwise than make correct statements as to the exclusive use of the metric system. Officially, the meter and kilo are the units to use. But the incidents related above tell the actual story and show how universally used are the old Spanish units and how closely they resemble our English units.

Sales Force's Convention

Salesmen of International Business Machines Company Meet in Toronto

Optimism was the keynote at the convention of the International Business Machines Company's sales force held at their offices, Royce and Campbell Avenues, Toronto, in the week of January 3rd. Assembling just after the close of a record business year, the salesmen were proud of their achievements in 1920 and confident that they would be eclipsed by the record of 1921. The Canadian organization has now beaten all other branches in sales based on percentage of quota for four successive years.

About seventy-five salesmen attended the convention, representing the three divisions of the company, International time recorders, Dayton scales, and tabulating and sorting machines. They were addressed by Thomas J. Watson, president of the Computing Tabulating Recording Company of New York; Joseph E. Rogers, general manager of the Tabulating Machine Company of New York, and others. On Monday, January 3rd, a theatre party was given, and on Tuesday, F. E. Mutton, vice-president and general manager, entertained the members of the I.B.M. clubs at the King Edward Hotel. On Wednesday evening a supper dance for the entire organization took place at the Masonic Hall and a banquet on Friday closed the convention.

Puts Out FIRE Quickly

Manufacturers' Automatic Sprinklers

are the surest protection against loss by fire. Day and night they guard your plant, and fire is put out **quickly**, for **the water starts when the fire starts**—automatically.



Cut Down Your Insurance Premiums

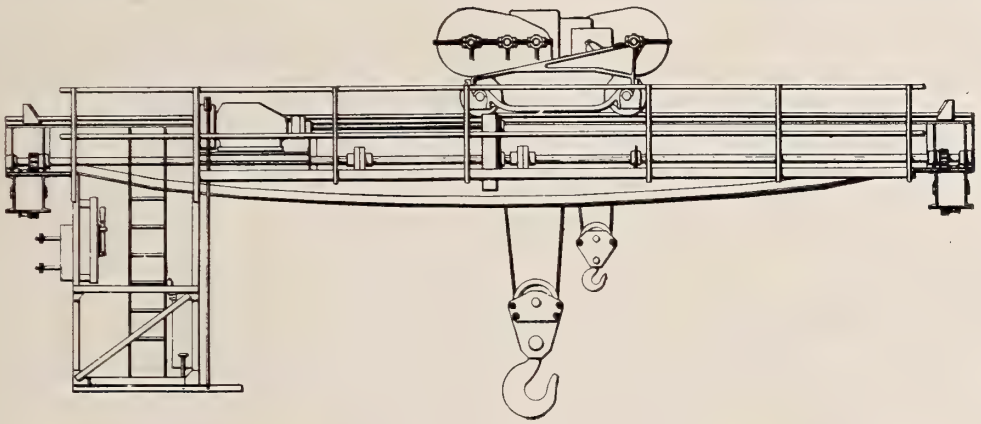
by installing the Manufacturers' Automatic Sprinklers. The value of these Sprinklers is so well known that the Insurance Premium is cut down because the risk is so greatly reduced.

Estimates Furnished on Request

The Bennett & Wright Co., Limited
72 Queen Street East, Toronto

CRANES

ELECTRIC AND HAND OPERATED



DOMINION BRIDGE COMPANY LIMITED
HEAD OFFICE & WORKS: MONTREAL BRANCHES:-OTTAWA, TORONTO, WINNIPEG

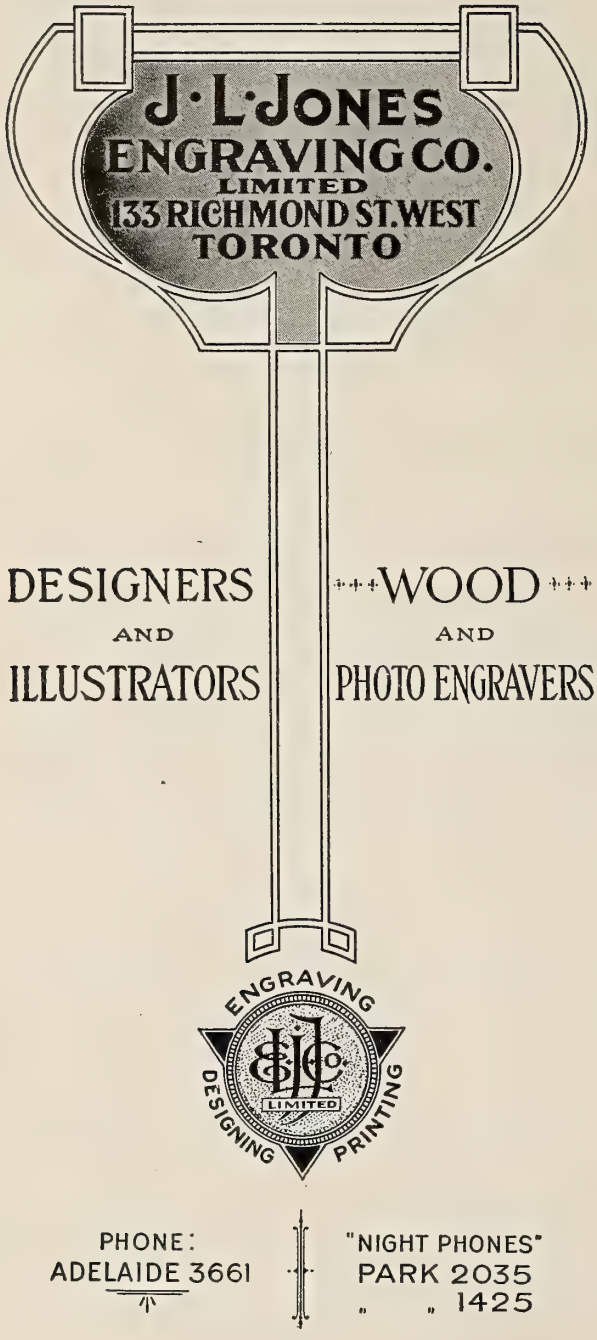


Our Modern Plant is fully equipped to supply castings of every description in

MILD STEEL
CHROME
CHROME NICKEL
CARBON
MANGANESE AND VANADIUM

Let us quote you

Hull Iron & Steel Foundries, Ltd.
HULL QUEBEC



Message to Maritime Province People*

By H. R. THOMPSON

Secretary, Maritime Division, C.M.A.

I HAVE been asked to make some observations with reference to the past and present business conditions in the Maritime Provinces and the outlook for the future. Any remarks I can make will necessarily have to be more or less general in nature, inasmuch as the prosperity of these provinces is dependent to a large extent upon the business conditions obtaining in Canada and throughout the world. It seems unnecessary to review what has transpired in the past, but it might be well for us to recall the caption initiated by the Maritime Merchant, "Behold, what a good thing it is to live in the Maritime Provinces, where times are never very bad," and bolster up our courage and look to the future wth a little more optimism than perhaps we are wont to do with the present business outlook.

Value of Diversified Industries

There are fundamental reasons why the Maritime Provinces have had more stable conditions than has been the case in other parts of Canada where they are dependent to a large extent on the success of one or perhaps two branches of industry. A territory with diversified industry is not nearly as liable to violent fluctuations. In these provinces we have four important basic natural resources, namely—farming, fishing, mining and lumbering—and even in themselves they are more or less diversified. With diversified raw materials procurable locally, together with what we have secured elsewhere by water and rail, a diversified manufacturing industry has sprung up. The times indeed must be abnormal when all of these branches of industry experience a depression at the same time.

World-wide Adjustment

We are now feeling the effects of a world-wide trade readjustment and a totally abnormal condition, inasmuch as three of our basic industries—fishing, lumbering and mining—are experiencing a falling off in the demand for their materials at the same time. The dominating factor in the immediate situation, as far as the local markets are concerned, is the so-called buying strike on the part of the general public and due to the anticipation of a rapid fall in prices of commodities. If the people refuse to buy, the merchants cannot buy from the wholesalers, and in turn, the wholesalers cannot place orders with the manufacturers, and they in turn have to cease buying raw materials, and so it goes on down the line. The local condition is aggravated by the depreciated currencies of European countries, which causes an unfavorable exchange situation, and makes it practically impossible for us to sell to Europe. On the other hand, the exchange situation makes conditions more favorable for the dumping of goods from these foreign countries into Canada. The only immediate relief for the present situation, is for the public to buy "Made-in-Canada" goods in sufficient quantities to make it possible to keep our factories operating, even if only on part time. It is inconceivable that Canadians will continue buying foreign goods of a kind that can be made at home. Yet they are doing this very thing and thereby aggravating the unemployment situation and at the same time wondering what can be done and why somebody else is not doing something to relieve the situation. *It is*

* Mr. Thompson was asked by the editor of the *Amherst News* to write a New Year message for that paper, and this is what he prepared. The article appeared in the issue of the *News* for December 31, 1920.



"QUALITY FIRST"

We solicit your enquiries for

Ventilators

Also for

Corrugated Iron
Skylights
Garages and Light Buildings
Metallic Shingles and Siding
Metallic Ceilings and Walls
Fireproof Windows } At Winnipeg plant only
Fireproof Doors }

THE LIMITED

Metallic Roofing Co.

Manufacturers

Toronto and Winnipeg

HEAVY CHEMICALS AND DYESTUFFS

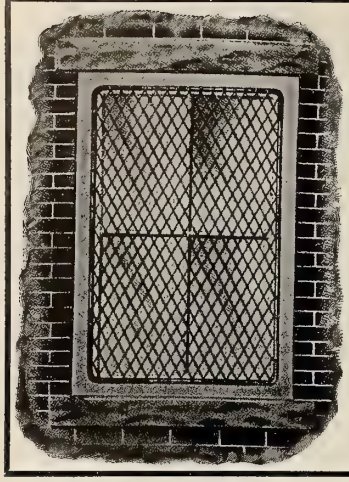
The Grasselli Chemical Co.

LIMITED

Manufacturing Chemists

Toronto, Ontario

Branch Office: MONTREAL, QUE. Works: HAMILTON, ONT.

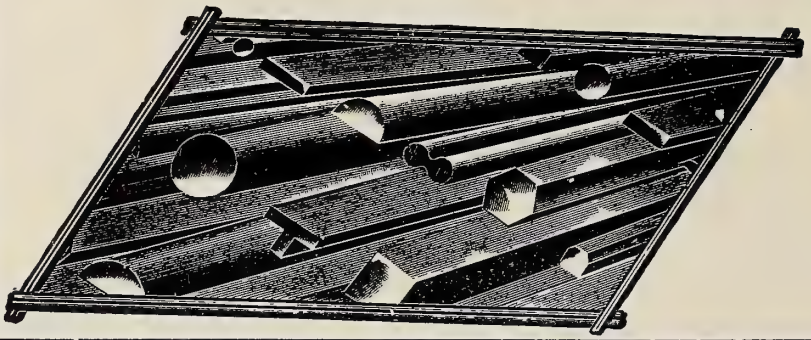


Wire Guards for Windows and Skylights.

WIRE PARTITIONS,
WIRE BASKETS,
WIRE WORK
of all kinds.

C. H. Johnson & Sons Limited
Wire Works: ST. HENRY, MONTREAL.

UNION DRAWN STEEL CO., Limited
HAMILTON, ONTARIO



MANUFACTURERS OF

Shafting

Rounds, Flats, Squares and Hexagons

LARGEST STOCK IN CANADA

Get prices before ordering elsewhere.

CANADIAN TUBE & STEEL PRODUCTS, Limited

OPERATING

CANADIAN TUBE & IRON CO., Limited
CANADIAN ROLLING MILLS CO., Limited
COLONIAL WIRE MFG. CO., Limited

MANUFACTURERS OF

Wrought Pipe—Black and Galvanized
Nipples—Couplings
Bolts—Nuts—Rivets
Stove Bolts
Wire Nails—Staples—Wood Screws
Wires—Bright—Annealed—Oiled and Annealed
Tinned Broom and Tinned Mattress Wire
Bar Iron and Steel
Reinforcing Bars
Pressed Spikes
Pump Rods
Washers

We are also in a position to do Galvanizing Work of all Kinds

Works: LACHINE CANAL, MONTREAL, CANADA

estimated that the average yearly imports of articles which could be made in Canada, would furnish yearly employment for about 140,000 *people.* If we are really honest in our wish to see our factories operating continuously, we should at least practise consistency and buy the products of these factories.

As to the future of the Maritime Provinces, I think we have reason for optimism. Nature has endowed the provinces with rich and varied resources and an advantageous geographical position for the development of trade with foreign countries. Our present limited development is probably due to our lack of initiative and delay in adopting aggressive and progressive policies and tackling the problem in an energetic, systematic and businesslike manner. While other provinces have been developing cheap power and otherwise encouraging industries to locate there, we have neglected our opportunities. Capital is necessary for the development of our resources, and there are fundamental principles involved in the attraction of capital for investment in industry. These conditions must be recognized and provided for. If we wait for capital to come of its own accord, we may expect some delay in the expansion of industry. No matter what structure we wish to build, we follow carefully prepared plans if we are wise. We must do likewise if we wish to see a healthy, well rounded, economic development in these provinces. Possibly it may be fitting for us to take a leaf from the books of the Alberta Industrial Development and Colonization Associations, who are systematically studying how capital can be secured, people be attracted to, furnished with employment and made reasonable prosperous in that province. If these same problems receive the united consideration, co-operation and whole-hearted support of all of our citizenship, we should have no fear of the future.

As a start, let us all make a New Year's resolution to buy "Made-in-Canada" goods and thus encourage home industry and assist in alleviating the present serious condition of unemployment.

Lockwood, Greene Calendar

Engineers Illustrate Their Calendar with Photographs of Their Work

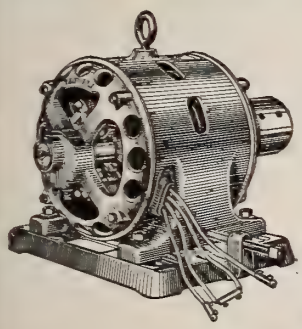
The 1921 calendar of Lockwood, Greene & Company of Canada, Limited, is illustrated by photographs of buildings which they have designed. These include the plant of the Holeproof Hosiery Company of Canada, Limited, at London, Ontario; the brush factory of T. S. Simms & Company, Limited, St. John, N.B.; the Imperial Cotton Company's mills at Hamilton, and the homes of other Canadian industries. The figures are clear, making the calendar as useful as it is ornamental.

The greetings of the Christmas season have been received from the Hartt Boot & Shoe Company, Limited, Fredericton, N.B. "The relations of this company," reads the card, "with its producers and distributors, have been closer during 1920 han ever before, and we have reason to be grateful for their cheerful co-operation and goodwill."

The new condensed catalogues of the Mason Regulator & Engineering Company, Limited, 135-153 Dagenais Street, Montreal, has just been issued. It contains illustrations and short descriptions of the company's products arranged in a manner convenient for quick reference.

The Toronto Transportation Commission anticipates the growth of the city to a population of 2,000,000 people, and plans on hand provide transportation for a city of this size. It is stated that the city is growing enormously, and authorities have no doubt that a population of this size will eventually be reached.

JONES & MOORE ELECTRIC CO., Limited
TORONTO



MOTORS
Manufactured to 50 H.P. Repairs to all makes.

Century

Single phase motors in stock.

LEAD PIPE

ANY SIZE
QUICK DELIVERIES

HOYT METAL COMPANY
MONTREAL TORONTO WINNIPEG



LEAMINGTON, ONT.
H. J. HEINZ COMPANY
50,000 gallon, 100 foot tower Gravity Tank
100,000 gallon Standpipe Suction Tank
Fire Protection Service

ELEVATED STEEL TANKS

Standpipes
Penstocks
Miscellaneous Tank and Plate Work
Highway Bridges
Mill and Office Buildings

Consult our Engineering Department for Designs and Estimates on your Requirements

Canadian Des Moines Steel Co.
Limited
OFFICE AND PLANT: 150 INSHES AVE.
CHATHAM, ONT.

MALLEABLE IRON
CASTINGS
HIGH TENSILE STRENGTH

GALT MALLEABLE IRON CO.
LIMITED
GALT - ONTARIO

ESTABLISHED 1850

DID YOU EVER NOTICE

that jarring, grinding noise in your machine shop caused by the metal gears?

Wouldn't you like to stop that noise? You can do it by using

NEW PROCESS GEARS
RAWHIDE PINIONS

They last indefinitely too

Ask us about it?

R. GARDNER & SON, LIMITED
Nazareth, Brennan and Dalhousie Streets
MONTREAL

Personals

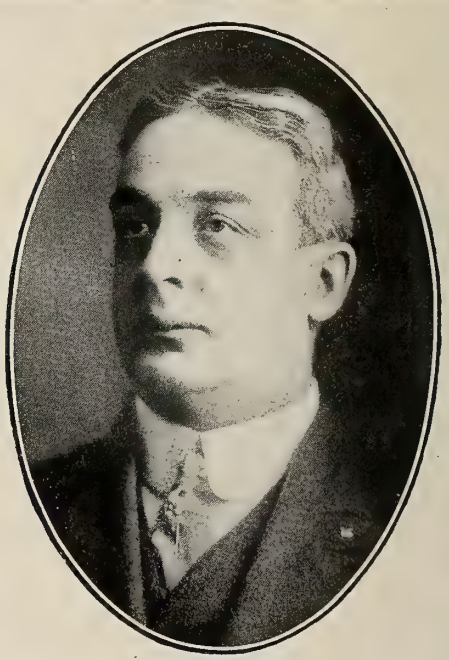
A. A. Bittues

Managing Director of Gillette Safety Razor Company Will Direct Oriental Sales

A. A. Bittues, Managing Director of the Gillette Safety Razor Co. of Canada, Limited, has been appointed director of foreign sales of the parent company for the Orient and the Far East.

The post which Mr. Bittues is to assume is a newly-created one, consequent upon the world-wide extension of the company's business operations. Until recently the Gillette Safety Razor Co. had been fully engaged with the demand for its product in the United States, Europe and the British Empire.

Mr. Bittues' new post will not involve the relinquishment of his present duties as head of the Canadian company. While Montreal will still be his nominal headquarters, he will be compelled to be absent from Canada for long periods.



A. A. Bittues
Managing Director, Gillette Safety Razor Company of Canada, Limited

The new director of the company's trade with the East is exceptionally well known to Canadian business men, because of his energetic activities in commercial associations. He has been a popular figure at almost every retailers' convention held in Canada, and also at the meetings of the Canadian Manufacturers Association of which he was a member of the Executive Committee. He has always been a strong advocate of utilization of "Made-in-Canada" goods.

Mr. Bittues will shortly visit London, Eng., and Paris. From Western Europe he will go to the Far East, where the territory under his supervision will embrace South Africa, Japan, China, India, Australasia, the Dutch East Indies, Philippines and adjacent islands.

W. S. Fallis

Former Managing-Director Now Vice-President of the Sherwin-Williams Company

W. S. Fallis, formerly managing-director of the Sherwin-Williams Company of Canada, Limited, has been elected vice-president of the company. The decision was made by the directors following the annual meeting in Montreal.

The new position which Mr. Fallis will fill is a mark of the reputation he has won as representative of the Sherwin-



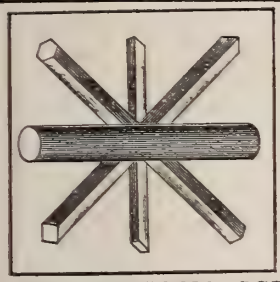
"MADE IN CANADA"

"DOMINION" WIRE ROPE

Its Strength and Toughness make it Durable, Safe and Economical

The Dominion Wire Rope Company, Limited

Head Office: Montreal Branches: Toronto, Winnipeg



COLD DRAWN, TURNED AND POLISHED STEEL

SHAFTING

ROUNDS, SQUARES, HEXAGONS AND FLATS

$\frac{1}{8}$ in. to 6 in. Dia. $\frac{1}{4}$ in. to $2\frac{1}{4}$ in. $\frac{1}{4}$ in. to $2\frac{1}{4}$ in. up to $1\frac{1}{2}$ in. x 3 in.

FREE CUTTING SCREW STOCK PISTON AND PUMP RODS FINISHED KEYS

The CANADIAN DRAWN STEEL CO., Limited

HAMILTON, ONTARIO

The Wire You Need

We specialize on giving personal attention to orders for wire for manufacturing purposes;
Proper materials for special requirements.
Quick and satisfactory shipments.
All sizes for all practical purposes.

The Laidlaw Bale Tie Co. Limited

HAMILTON - ONTARIO

AGENCIES:

A. T. DIGGINS, Stair Bldg., Toronto, Ont.
H. E. O. BULL, Montreal, Que.
MARK BRYAN, 24 Aldgate, London, E.C.
H. F. MOULDEN & SON, Winnipeg, Man.
NORMAN JESSIMAN, Vancouver, B.C.

Join Hands with the Canadian Forestry Association

A COUNTRY-WIDE Educational Union of 11,000 citizens endeavoring to promote the national welfare through (1) the protection and proper management of Canada's forest assets, in order to perpetuate the timber resources for all time, and (2) the development of tree planting on the bare prairies and in our towns and cities.



Membership is open to all. Annual fee $2, including subscription to the Illustrated Canadian Forestry Magazine, a non-technical and highly interesting monthly. If you like trees, you'll enjoy the Forestry Magazine.

CANADIAN FORESTRY ASSOCIATION
Suite 224, Jackson Building . . OTTAWA

WE MAKE
STEEL TANKS
OF ALL KINDS

WE ALSO DESIGN MANUFACTURE and ERECT
STRUCTURAL STEEL WORK
OF EVERY DESCRIPTION



MacKINNON STEEL CO. LIMITED

Head Office:
SHERBROOKE, QUE.

Montreal Office:
404
New Birks Building

Williams Company in the British West Indies, Great Britain, and other European countries. He is a past chairman of the Canadian Manufacturers Association's Winnipeg Branch, and was on the council of that city's Board of Trade.

In February, 1918, Mr. Fallis was appointed by the Manitoba Government as chairman of a Royal Commission, known as the "Fallis Commission," to investigate the operations of the Workmen's Compensation Act. The judgment delivered in this connection was considered most fair and equitable.

Mr. Fallis will continue to direct all operations of the Sherwin-Williams Company from their headquarters in Montreal.

David Nicholson Finnie

Member of Winnipeg Manufacturing Firm Elected to Union Bank Directorate

Announcement was made on Saturday, December 11th, of the election of David Nicholson Finnie, of Finnie and Murray, Winnipeg, as a director of the Union Bank of Canada. With Mr. Finnie's election, immediately following the election of W. R. Allan, of Winnipeg, as vice-president, and G. M. Black, of Winnipeg, as a director, the bank's directorate is complete.

Mr. Finnie is an Ontarian, a native of Arnprior, Ont. He is a son of a former general manager of the Bank of Ottawa, and himself received his early business training in a banking institution. Becoming identified with Canadian industry he was made secretary-treasurer of Woods, Ltd., Ottawa, and in 1907 was appointed managing director of Woods Western, Ltd., at Winnipeg. In 1910 he became a partner in the firm of Finnie and Murray, manufacturers of clothing, tents, etc., at Winnipeg.

Death of Manufacturer

Sir Frank Baillie

Death of President of the Burlington Steel Company, Limited, Occurs in Toronto

Sir Frank Baillie, president of the Burlington Steel Co., Ltd., of Hamilton, and head of a number of other manufacturing and financial concerns, died on January 2nd at the Wellesley Hospital, Toronto, following an operation for abscess. Sir Frank was born in Toronto in August, 1875, and commenced his career as a clerk in a financial institution, later becoming private secretary to Senator Cox. At the age of twenty-seven he was general manager of the Metropolitan Bank, which position he resigned in 1903 when he formed the financial firm of Baillie, Wood & Croft, who became largely interested in industries in Hamilton. During the war he won distinction by his excellent organization of manufacturing facilities for the production of aeroplanes. He acted on behalf of the British Government as Director of Aviation in Canada, and was knighted in January, 1918, for his outstanding services in that position.

At a recent meeting in St. Catharines, of the Lincoln Paper Mills Company, Limited, Vice-President A. S. Woodruff was appointed president in succession to the late W. D. Woodruff, whose death took place a couple of weeks ago. Dr. Thomas A. Woodruff was made vice-president and Mrs. W. D. Woodruff was added to the board of directors.

Another change in the organization of the Gillette Safety Razor Company of Canada, Limited, has also taken place in the appointment of H. S. Beecher to the position of sales and advertising manager.

Canadian Paperboard Company Limited

SUCCESSORS TO

The Northumberland Paper & Electric Company Limited

Campbellford, Ont.

and

Canada Boxboard Company Limited

Montreal, P.Q., and Frankford, Ont.

Main Office: 2 Seigneurs Street, Montreal, P.Q.

Mills located at

MONTREAL, P.Q. FRANKFORD, ONT. CAMPBELLFORD, ONT.

Address all communications to the Main Office: 2 Seigneurs Street, Montreal **Phone M. 7102—Private Exchange**

PRODUCTS OF QUALITY

Known as

The Standard of Excellence

Underwear, Hosiery and Sweaters, Laundry, Pulp, and Papermakers' Felts, Blankets, Lumbermen's Socks, etc.

FACTORIES AT: Paris, Thorold, Port Dover, Almonte, London, Waterford and Brantford, Ontario. St. Hyacinthe and Coaticook, Quebec

PARIS **Penmans** CANADA

Doon Twines
Limited

Kitchener - Canada

Manufacturers of
TWINES AND CORDAGE
CLOTHES LINES
PLOW LINES, etc.

We have a new line of Hemp Twine which we especially recommend for either light or heavy parcelling.

Our goods are made in Canada from the raw material. Assist the development of our country by buying Made-in-Canada goods.

MILLS AT DOON AND KITCHENER

The

MONTREAL COTTONS

LIMITED

MANUFACTURERS OF

WHITE VICTORIA LAWNS

WHITE NAINSOOKS

and

DYED COTTONS

OF EVERY DESCRIPTION

BUTTERFIELD

TAPS and DIES of RELIABLE QUALITY

The name is an acceptable guarantee with thousands of mechanics and purchasing agents.



"MADE IN CANADA"

Butterfield & Co. Div.
UNION TWIST DRILL CO.
ROCK ISLAND - - QUE.



The Original and Only Genuine

¶BEWARE OF IMITATIONS SOLD ON THE MERITS OF—

Minard's Liniment

Office and Laboratory: Yarmouth, N.S.
Branch Factory: St. John's, Newfoundland

The Pulse of Business in Canada

Bank Clearings

Increase in Clearings is Shown for December, 1920, over December, 1919

Bank clearings for December, 1920, show an increase of $108,783,448 over those for the same month in 1919. The largest gain, $138,597,702, was once more at Winnipeg. This is partially offset by a large decline at Montreal and smaller declines at other clearing houses. A gain of almost thirty millions is shown at Toronto. Following are the figures for the months of December, 1919, and 1920, with the changes:—

	Dec., 1920	Dec., 1919.	Changes.
Brandon	$4,150,418	$4,311,564	−$161,146
Brantford	7,394,518	6,737,737	+656,771
Calgary	41,116,330	40,408,549	+707,781
Edmonton	26,103,653	28,036,534	−1,932,881
Fort William	5,023,226	4,311,564	+711,662
Halifax	19,950,866	22,729,553	−2,778,687
Hamilton	31,774,421	31,629,447	+144,974
Kitchener	5,193,175	5,538,760	−345,585
Lethbridge	4,465,827	3,746,312	+719,515
London	15,127,876	17,703,81v	−1,575,934
Medicine Hat	2,776,853	2,606,071	+170,782
Montreal	590,760,454	661,218,240	−70,457,786
Moose Jaw	9,654,142	8,804,882	+849,260
New Westminster	3,118,277	2,492,287	+625,990
Ottawa	47,220,857	53,072,362	−5,851,505
Peterborough	4,422,908	4,031,824	+391,084
Prince Albert	2,222,769	2,519,889	−297,120
Quebec	32,565,553	30,016,662	+2,548,891
Regina	22,456,612	21,592,093	+864,519
St. John	14,161,893	15,249,642	−1,087,749
Saskatoon	10,730,512	10,831,331	−100,819
Sherbrooke	5,630,313	5,099,056	+531,257
Toronto	501,323,633	471,474,345	+29,849,288
Vancouver	81,174,710	66,840,872	+14,333,838
Victoria	11,565,350	12,468,388	−903,038
Winnipeg	403,833,417	265,235,715	+138,597,702
Windsor	15,906,848	12,334,474	+3,572,374
Totals	$1,919,825,411	$1,811,041,963	+$108,783,448
Moncton	3,886,152		

Building Conditions

Construction Contracts for Month of December Amount to $8,746,500

Construction contracts awarded in all the cities, towns, villages and rural districts throughout Canada during December, according to figures compiled by MacLean Daily Reports, Limited, totalled $8,746,500 compared with $15,399,200 in November and $8,689,400 in December, 1919. The total for the year 1920 was $255,605,500 compared with $189,821,300 in 1919 and $99,842,300 in 1918, being an increase of 34.6 per cent. over 1919 and 156 per cent. over 1918. The figures in detail are:

Class.	Number.	Value.
Residences—		
Frame	149	$580,700
Brick	174	941,700
Business Buildings—		
Frame	53	380,900
Brick	85	1,734,200
Concrete	3	714,000
Industrial Buildings—		
Frame	8	21,700
Brick	5	323,000
Engineering Construction—		
Steel Bridges	2	265,900
Miscellaneous	14	3,784,400
Total for Dominion		$8,746,500

A chart prepared by the MacLean Daily Reports, Limited, shows the shortage of construction work from which Canada



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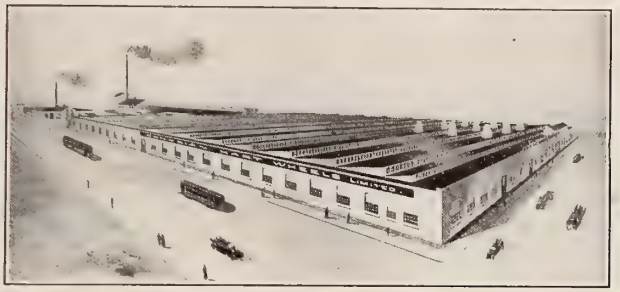
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is now suffering. Towards the end of 1913, the volume of construction dropped below the normal amount for a country like Canada. Since the close of the war the situation is shown as slightly improved, but there is still much deferred building to be done, and great activity in the construction field is needed if there is to be an early return to normal conditions.

Trade Returns

Increase in Exports and Decrease in Imports Shown for December, 1920

The summary of Canadian trade for December, 1920, shows an increase in exports and a decrease in imports as compared with the figures for December, 1919. Exports of agricultural products, mainly foods, have doubled, and an increase of some five million dollars is shown in exports of wood, wood products, paper and manufactures thereof. Following are the statistics of trade for December as issued by the Department of Customs:

Imports Entered for Home Consumption.

Month of December.

	1919.		1920.	
	Free.	Dutiable.	Free.	Dutiable
Agricultural and vegetable products, mainly foods	$2,871,042	$13,415,128	$2,702,268	$7,293,672
Agricultural and vegetable products, other than foods	5,308,377	2,631,479	2,437,167	4,171,492
Animals and animal products	4,567,168	4,344,136	1,418,232	2,267,726
Fibres, textiles and textile products	7,940,871	13,623,380	4,483,049	7,350,130
Chemicals and chemical products	1,218,612	1,585,221	922,327	1,174,694
Iron and steel and manufactures thereof	1,672,725	12,213,544	3,124,544	15,419,206
Ores, metals and metal manufactures, other than iron and steel	1,528,673	2,999,354	1,029,550	3,098,324
Non-metallic minerals, and products	5,094,441	4,385,859	7,131,559	11,750,410
Wood, wood products, paper and manufactures	1,317,140	2,376,398	1,719,910	3,311,618
Miscellaneous	2,224,299	3,235,585	2,530,151	2,546,124
Total	$33,743,348	$60,810,084	$27,498,757	$58,383,396
Duty collected	$15,905,033	.....	$11,521,195	.....

Exports.

Month of December.

	1919.		1920.	
	Domestic.	Foreign.	Domestic.	Foreign.
Agricultural and vegetable products, mainly foods	$41,020,146	$375,749	$84,482,276	$61,638
Agricultural and vegetable products, other than foods	3,221,342	44,335	2,558,389	29,828
Animals and animal products	37,042,833	926,657	18,734,584	56,957
Fibres, textiles and textile products	5,039,928	168,137	1,785,044	267,378
Chemicals and chemical products	1,585,382	476,598	1,196,001	110,183
Iron and steel and manufactures thereof	8,395,461	1,517,180	8,627,564	464,617
Ores, metals and metal manufactures, other than iron and steel	5,468,862	133,915	3,827,093	71,259
Non-metallic minerals, and products	3,619,690	186,586	3,315,381	133,471
Wood, wood products, paper and manufactures	18,527,990	86,693	23,270,641	113,168
Miscellaneous	9,620,171	223,662	1,487,352	357,157
Total	$133,541,805	$4,139,512	$149,284,325	$1,665,656

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, MARCH, 1921 No. 11

Editorial Comment

Business on the Upgrade

WHILE here and there a disquieting note is struck, the general tenor of reports on business conditions throughout Canada, as supplied by board of trade officials, is encouraging. There is evidently a slow but perceptible increase in industrial operations; orders for goods are growing in numbers and in size; unemployment is gradually abating. While there is not much to enthuse about in the situation, the outlook is becoming more hopeful, and it is as well to dwell on all possible favorable features and build securely for better times.

Apparently, if only some loosening up in the building industry could be brought about, there would be a marked improvement in other lines of activity. That there is a vast amount of construction work tied up awaiting a lowering in the cost of building, is pretty well known. Just how to get operations started is a problem, to the solution of which the best brains in the country might well be directed.

In the meantime, the Made-in-Canada campaign is developing strength. The newspapers of the country have been taking action and Canadian citizens as a result are hearing more to-day than ever before of the necessity of buying goods of Canadian manufacture if prosperity is to be restored to the industrial centres of the country.

The Gold Coast Contract

IT was the powers of Canadian railroad builders behind the lines in France that commended our engineers to the attention of the Governor of the British Gold Coast and led to their being selected for important development work in that African Colony. The letting of a seventeen million dollar contract to Col. "Jack" Stewart, of Vancouver, may, and quite likely will, be an epoch-making event for Canada. Not only will Canadian engineers do the work but Canadian materials will be extensively used. Other contracts will quite probably follow and, if it is insisted that the materials to be used are of Canadian origin, then all this work will have a reflex action on our industries that will be of lasting benefit.

The Iron and Steel Industry

AT least two thought-provoking facts stand out in Mr. John McLeish's review of the iron and steel industry of Canada for the year 1919. One is that not since 1900 was the quantity of iron ore derived from Canadian mines so small as in 1919; the other, that the Canadian metallurgical industry supplies less than half of the tonnage of Canada's requirements in iron and steel products.

The quantity of iron ore shipped from the mines amounted to 197,170 short tons, comparing with 211,608 short tons in 1918 and a high of 404,003 short tons in 1902. There was charged to blast furnaces, 78,391 short tons. These are small figures when contrasted with the amount of imported iron ore so charged, viz.: 1,674,194 short tons, of which 1,154,472 came from the United States and the rest from Newfoundland.

The necessity for devising some means whereby Canadian ores can be more extensively utilized is obvious. It is well known that both Ontario and Quebec are richly endowed with deposits of iron and the only obstacle to their use is the expense involved in refining them. Here emerges the great need for the prosecution of research work and it is to be hoped that the efforts of such men as Lloyd Harris, who are keenly alive to the situation, will bear fruit in a more intensive campaign on behalf of the development of such resources as these.

So far as imports are concerned of iron and steel goods, while these indicate a reduction over 1918 and

the years immediately preceding, they are yet of such proportion as to raise the question whether Canadian manufacturers are doing all in their power to substitute goods of domestic manufacture. We would suggest a close study of the figures given in Mr. McLeish's review, for the purpose of ascertaining what lines might advantageously be produced in Canada.

The Real Reason for Protection

ONE of the jibes frequently levelled at the protective tariff by its opponents is that the industries which it fosters never seem to grow out of the "infant" stage. The claim is, of course, very largely a fiction designed to suit the ends of these hostile critics of the tariff. It would have no point whatever were it not assumed that tariff protection is invariably designed for the one purpose of enabling an industry to get on its feet.

However much the tariff may be needed to encourage the establishment of industries, its continuance is quite as necessary for another purpose There is such a consideration as a standard of living. So long as Canadian workmen are faced with the competition of European and Asiatic labor, whose scale of wages and manner of living are on a lower scale, it would be folly to throw open our markets to the unhampered entry of cheap foreign goods. Some industries may have passed the "infant" period and may have grown large and prosperous, but they and their workers still need protection against the competition of foreign countries where standards are not as high as with us.

Delays in the Parcel Post

NOT long since we had occasion to refer to the exasperating experience of a Canadian stove manufacturer in shipping electric ranges to Norway. There were delays of such a serious nature and transportation charges so heavy that the manufacturer was greatly discouraged and felt that he would get no further business from Norway.

Now comes a somewhat similar story from a correspondent in British Honduras. This time it was a shipment from Canada by parcel post of safety razors and blades. The importing firm received word on December 6 last, that the goods had been forwarded. Not receiving them in due course, they wrote to the suppliers, who took the matter up with the postal authorities. The latter advised that the goods might be expected to reach their destination shortly, sufficient time not having elapsed to permit of their doing so. On February 2 the shipment was evidently still in transit.

"From our long experience in business throughout the United States and England," declares our correspondent, "this delay seems unwarranted and even under the preferential tariff it will be more profitable for us to obtain these supplies from the U.S.A. as heretofore, and receive shipment from New York within a week rather than wait indefinitely for our supplies from Canada."

It is all very well to chide Canadian manufacturers with lack of enterprise in going after export business but experiences like this are an indication of some of the almost insufferable obstacles that are being encountered. Without efficient means of transportation, the best-intentioned manufacturer cannot make much headway.

Possibilities of Sales to the United States

WHEN Mr. T. P. Webster, of the Dominion Textile Co., Limited, was elected second vice-president of the National Association of Purchasing Agents at the Chicago Convention of that organization, he created somewhat of a sensation by telling his United States confreres that Canadian purchasing agents were combing the markets of the world in an effort to purchase their requirements elsewhere than in the United States. He further assured them that this condition would exist as long as the exchange situation remained unfavorable to Canada and suggested that, as a matter of loyalty to the United States and in order to retain their biggest customer, it would be as well for them to make every effort to become acquainted with the products of Canada and whenever possible to purchase from Canada.

The sequel was not a display of resentment at this outspoken comment but a fervent assurance on the part of many of his auditors that they would gladly buy Canadian products if they knew what Canada had to sell and where to get it. Unfortunately they had never been called upon by Canadian salesmen nor had they received any advertising matter that would enable them to become acquainted with Canadian products.

There is food for thought in this incident. Obviously the United States, which finds Canada so good a customer, is not going to prejudice business with the Dominion by deliberately refusing to buy our goods. The adverse exchange rate is a strong argument in Canada's favor, first by reason of the discount it allows and second because no reasonable American is going to view the situation in any other light than as unfair to Canada. It is plainly a good time for Canadian

manufacturers to see what they can do to find markets across the line. That they will likely meet with a favorable reception seems fairly clear.

Just what can be done, where an effort is made, is attested by the experience of a Canadian implement manufacturing industry which started two years ago to ship threshers into the United States. The business has grown nicely. Last year over two hundred carloads were sold and this year large orders have been received. It may be that Canadian manufacturers cannot compete in many lines with the large-scale production of United States manufacturers but the possibilities of developing business across the line should be carefully canvassed at the present opportune time.

Immigration

WRITING in a recent number of *The Canadian Railroader*, George Pierce takes issue with the attitude of many labor leaders on the question of immigration. He declares that he has never been able to understand why they regard immigration as a very bad thing, to be throttled at all costs. To his mind, and as he says, at considerable risk for his own reputation in labor matters, such a policy is very short-sighted.

"The presumption of labor on this issue," writes Mr. Pierce, "is that there is a certain amount of available work and that there are already more than enough men to perform the work, and that, therefore, it is highly desirable to exclude other men from other parts of the world from coming to do the work or any part of it. It seems so simple to demonstrate that, if there is only work for one, if two men apply the work will be done cheaper, and both will suffer privation."

After pointing out that even with restricted immigration there is unemployment, and that the flow of immigration cannot be regulated so nicely as to balance on a supply and demand basis, Mr. Pierce shows how the coming of immigrants increases business.

"The immigrant arrives with the purpose of working and producing something. He must work in order to live. At the very first opportunity he marries and rears his family. Very soon there are three, four, perhaps five to provide for. The children must have shoes. They must have hats and caps, suits and coats and the foods to keep them alive. Some merchant has to stock these things in order to provide them for the immigrant. Some wholesaler must provide the retailer and some factory must manufacture the goods with which to supply the wholesaler, and if the factory must make the goods, it must employ the immigrant or one of his brother immigrants, and the farmer must raise the food to feed him, and the banks must finance, and the railroads must carry the merchandise, and as prosperity blesses the home he has built that immigrant writes to others far away who seek to emulate the success that he has won, and others come out as he came, to do as he did, which in its last analysis simply means that he came where the earth was rich, where the air was clean, where the skies were friendly, where men were hearty and warm in their welcome, and where Mother Nature was ready and willing to furnish the means and the needs, the joys and the blessings of life to the man who was willing to work. This is the way that all the great nations of the earth have been builded into their greatness.



Canada, a Poor Fish

How A. G. Racey depicted this country in the Montreal Star on National Fish Day

"Our fathers before us, and they were good men, were immigrants. Whenever there is something great and big and grand to do, the pioneer will come to do it. The day may have been when they called him an alien immigrant, but history, in a kindlier tone, speaks of him with proud reverence as a pioneer.

"The moral of the story is this. Those shoes, the hats, the caps, the coats, the shovels, the tools, we could make for him will not be made, simply because we would not allow him to come. The presumption of all the logic that I have seen on the subject is that the immigrant does not come to work. He travels from abroad, over strange seas, through dark distances to our bleak shores, just to pick dandelions."

Canada's Trade with Cuba

A SUGGESTION made by a correspondent in this issue with reference to the development of Canadian trade with Cuba is deserving of attention. Our correspondent points out that dockage facilities at the port of Havana are inadequate and that, by making certain arrangements with a local company, suitable accommodation could be provided for the ships of the Canadian Government Merchant Marine.

With Canadian trade with Cuba during 1919 in excess of $6,000,000 and with exchange in Canada's favor, it would seem to be worth an effort to place our trade with the Island on a more favorable basis. We are getting the ships; we are spending large sums on dockage in our own Canadian ports and it stands to reason that adequate provision should be made for expediting the handling of our shipments at ports of destination.

Possibly a little energy at the moment, when conditions are so bad at Havana in the matter of dockage accommodation, may give Canada an advantage that will prove permanent. It is a matter that at least merits some investigation

A Warning About South African Trade

ASSISTANT Canadian Trade Commissioner P. W. Ward, Cape Town, asserts that the situation, as regards the future trade of Canada with South Africa, is critical owing to the fact that Canadian exporters are unable, for the time being, to obtain "cash against documents," either in Canada, London or New York. He advises an immediate change in the basis of payment to "sight draft at 60 or 90 days," and adds that the average manufacturer's agent, representing Canadian exporters in South Africa, will safeguard his principals thoroughly if shipments are made on this basis. He further urges Canadian manufacturers to get into cable communication with a view to coming to some agreement along these lines, to tide over the present situation.

The point is that connections once lost may not be recovered. Other countries are reported to be making financial arrangements with South African buyers which will prevent their losing any available business and it is most desirable that Canada should not be behind other exporting nations in giving whatever facilities may be desirable to South African buyers at this time.

Two Metric System Arguments

ADVOCATES of the metric system are accustomed to use two arguments in particular in support of the system. One may be summed up in the term, "World Uniformity" and the other in the term, "Foreign Trade." They start with what they consider an indisputable assumption, that the metric system users form an overwhelming majority and that the bulk of trade is carried on in their system.

But facts are stubborn things, and the facts indicate that the nearest approach to world uniformity in manufacture and trade has been achieved by non-metric England and America. The overwhelming preponderance of British and American foreign and domestic trade and the dominating position held by their system of weights and measures in every commercial port have secured for them a universality, through natural processes, which no amount of compulsory legislation could have made possible.

We have only to remember that:

(1) 70% of the world output of steel is manufactured in the United States and Great Britain on the inch and pound basis.

(2) Approximately two-thirds of the world production of machine tools in made to the inch.

(3) 80% of the world production of screw threads is made to the inch.

(4) The United States and Canada consume for manufacture about 75% of the world production of crude rubber.

(5) The United States manufactures 90% of the world production of motor vehicles.

(6) The standard unit by which lumber is measured the world over is the board-foot, being a board one foot square by one inch thick.

(7) Ninety-five per cent. of the world's cotton spindles are spinning to the yard and pound; only 5% are spinning to metric.

(8) The denier-aune is the world standard for raw silk, and all efforts to substitute the metric standard have failed, even in metric countries.

(9) Approximately two-thirds of the commerce of the world in manufactured products is on the basis of the English-American system of weights and measures.

Salesmanship Urgently Needed

SPEAKING at a dinner of the Association of Stock Exchange Firms in New York last month, James S. Alexander, President of the National Bank of Commerce, declared that "normal activity must come from within business, rather than from without. Business cannot idly wait for the public to resume active buying. It must stimulate buying by establishing a wide prevalence of substantially reduced prices for goods, which must be based on increased efficiency in production and distribution, and the acceptance of reasonable margins of profits."

This is on a par with the saying quoted by Lloyd Harris at the Hamilton meeting of the C.M.A. in Janu-

ary: "For the past few years we have been buying with enthusiasm and selling in cold blood; now we must buy in cold blood and sell with enthusiasm." Mr. Harris declared that Canadians had very largely lost the art of salesmanship. They must endeavor to recover the loss and put energy into the task of building up business. It rested very largely with merchants and manufacturers themselves to bring about a change for the better.

The Factor of Immigration

A FACTOR in the business situation in Canada that should not be overlooked in forming an estimate of future developments is immigration. Last year approximately 200,000 new citizens were added by immigration to the population of Canada, according to the estimate of Hon. J. A. Calder, Minister of Immigration and Colonization, based on the returns of the first ten months of the year. Of these about 50,000 came from the United States, bringing with them wealth in the shape of cash and effects to the value of over $18,000,000. The flow of immigration from Great Britain and Europe was only limited by the facilities available for transport, and Mr. Calder reported on his return from overseas that all trans-Atlantic liners were booked up solidly for the next year, and that the tide would not begin to be stemmed until the spring of 1922. Col. J. S. Dennis of the C.P.R. corroborated this, stating, on his own return from a tour of investigation, that availability of transport would be the only limitation to European immigration in 1921.



Generating Station of the Electrical Development Company

This handsome building at Niagara Falls, has been taken over by the Hydro-Electric Power Commission of Ontario as part of the big power deal of last December

"Agricultural and Industrial Progress in Canada," published by the Canadian Pacific Railway Company, states that "it has been variously estimated that Great Britain has a population in excess of pre-war years of from 600,000 to 1,200,000. Whilst in the years before the war the country had an annual emigration of about 250,000, this ceased practically entirely during the years of hostilities, and statistics show that the birth-rate rose in the same period. Figures recently published go to point out that there are at least 250,000 men in Great Britain out of employment, and, in addition, some 46,000 women without positions. In view of these facts, the congestion and unemployment, it is plainly seen that the only solution lies in emigration."

"Since the termination of the war, the activities of the Dominion have been directed largely towards the establishment of her ex-service men, the transportation of the dependents of many of them from across the sea, the settlement on the land of a certain number of Imperial soldiers and the encouragement of girls for domestic service and like work. During the present year, however, it is confidently expected that conditions in Canada will make it possible to broaden this policy, throwing open the doors wider and permitting entry to other classes of British settlers who are clamoring for passages across the Atlantic."

The effect of such large-scale immigration as this is far-reaching. In the first place it provides needed business for the transportation companies. Following upon that, it involves the provision of housing accommodation and furnishings; the supply of food and clothing; the equipment of farms with implements and utensils, and the general distribution of instruments of production. The new settler becomes not only a producer but a consumer of all sorts of manufactured goods, and his advent helps to stimulate business. It was the flood of immigration in the first ten years of the century that contributed so much to the prosperity of that period. Is it not reasonable to assume that immigration from the congested centres of the British Isles and from Europe will prove a helpful factor in the next few years?

Turn of the Tide Reported From Canada's Principal Industrial Centres

A SERIES OF ENCOURAGING REPORTS

Sherbrooke in Good Shape

By J. H. Brosseau

Commissioner of Industry, Sherbrooke.

SHERBROOKE has experienced such a big boom during the year 1920 that the general business depression felt all over the world was hardly noticeable in Sherbrooke. The business situation pertaining to the retail trade, labor and manufacturing is in good shape, and ready to take advantage of the good times coming, which ought to be about May next. We have had only one factory closed and this is on account of being a by-product of the automobile industry; said industry, as you know, came to a dead-line about two months ago. The worst of the depression being over, business is now starting up both in the United States and in Canada. Orders are coming in and increasing in number every day, which is a good index that we are now laying the foundation for another era of prosperity.

The unemployed labor, which has been limited in this city, is on a decrease every day. We are also looking for a number of new industries to establish their plants in this city during the year 1921.

As aforesaid, the boom experienced in Sherbrooke during the year 1920 was felt in every department of business, such as new retail stores, new banks, new factories, etc. Though not wishing to be a prophet, I will venture to say that the great majority of our industries will be so busy within six months that they will not be able to fill their orders. We are looking forward to good business from July on.

Improvement at Oshawa

By J. A. McGibbon

Secretary, Oshawa Board of Trade.

OSHAWA factories are not closed down but are working shorter hours, and in some cases with a slight cut in wages. The automobile industry seems to be picking up again and the dealers are looking for a good season, while more men are being taken on every week at the various plants of General Motors. There is still some unemployment, but this is gradually decreasing and should be almost done away with in the course of a month or so. There is very little or no building going on and no new industries are being established. The next month will show a marked improvement in all lines of our industries and factories.

Asked for a frank bulletin on conditions in their respective cities, secretaries of boards of trade and chambers of commerce throughout the Industrial East have favored INDUSTRIAL CANADA *with the accompanying reviews of the situation and outlook. They all speak most hopefully, pointing to increasing activity throughout the industrial fabric of the country and a gradual but sure return to more normal conditions. Read their contributions and imbibe some of their spirit of optimism.*

—The Editor.

Kitchener Coming Back

By E. J. Payson

Secretary, Kitchener Board of Trade.

BUSINESS conditions in Kitchener are slowly, but surely, getting back to normal. Factories which had suspended operations for a few weeks are resuming manufacturing, although on a restricted scale. Some which started up the latter part of January, and later, are taking on additional employees.

There was some unemployment here, though not so acute as was reported in many other industrial communities. The re-opening of the factories has relieved the unemployment situation little, if at all, from the fact that the plant of the Dominion Sugar Company, which heretofore has operated only until the latter part of December, this year had sufficient beets to keep up operations until the 27th of January. On the latter date some 300 employees were let out and it may be some weeks before they are again absorbed in industry.

As yet very little new building is in sight and unless there is a decided lowering of building costs no great amount of construction work is anticipated. An attempt is now being made to float the capital for an arena company, and if it succeeds, as it is confidently predicted it will, the arena will be built during the summer. Its estimated cost is about $200,000. It also is planned to build this year a $200,000 Young Men's Christian Association building. Tenders for this are now being prepared and unless they are abnormally high the erection of this splendid building will be proceeded with.

Little Unemployment at Guelph

By H. Westoby

Secretary, Guelph Chamber of Commerce.

THERE has not been any abnormal depression in the City of Guelph, and on the contrary two new industries have been secured this year, and another one that had formerly been closed down for some time past has resumed operations, and is now employing close to 100 men.

The basic industries of Guelph are largely foundry and textile, and whilst it is true that the textile industries which were abnormally busy until the fall of last year, have suffered a slump in their business, I am informed by managers of the iron industries that they have actually added to their employees of late, whilst the textile men are very hopeful of a revival of business this spring.

There is very little unemployment in Guelph, and what little there is, is being employed by the city itself, to construct roads and drain certain areas.

There is a considerable amount of building pending in this city. One large manufacturing industry has plans out for a $280,000 addition, and another, the International Malleable Iron Co., are expecting to establish a drop forge foundry very shortly, and for which they have recently purchased 12½ acres additional ground. The Moncrief Furnace & Mfg. Co. are expecting to erect a new foundry some time this year, and a number of the other industries are already building additions. There is also expected to be a considerable number of new houses erected.

Outlook at Galt Encouraging

By Henry J. Foster

Secretary, Galt Board of Trade.

THE industrial outlook in Galt at the present time is not without its encouraging features. The iron and steel industries are still working on short time, but an improvement in the number of orders being received is noted by some firms. A textile manufacturer, who is still taking care of a normal number of employees, said he looked for greater activities in the placing of orders by March. The boot and shoe industry has shown a more active tendency during the past few weeks.

The unemployed situation shows little change although those actually needing work are being taken care of by the municipality. The public works provide

most of the buildings in prospect. The Galt Hydro-Electric Commission will commence shortly on the construction of a new central sub-station, which, with its equipment, will cost in the neighborhood of $150,000. The Public School Board plans the remodelling of Victoria school at a cost of $60,000, and an addition to St. Andrew's school to cost $60,000.

A by-law recently passed provides for $55,000 to be used in improvements and extensions to the General Hospital and other by-laws are to be submitted to raise $25,000 for a stone quarry and its equipment, and also to raise funds for extensive alterations to the city hall.

The Board of Works expects to lay this year on the initiative a mile of concrete asphaltic pavement on Water Street, the necessary motion and the by-law being already put before the City Council. One architect says that if building costs show any reasonable decrease compared with last year, a number of better class residences will be erected during 1921.

Stratford Industries Resume

By A. W. Deacon

Secretary, Stratford Chamber of Commerce.

WHILE industrial conditions are not overly active at the present time, I feel that there is some sign of improvement. Our large woollen mill has commenced working full time with 75 per cent. employees already back, and the manager states that the full staff will be on by the end of the month. Our furniture industries are all working, but with somewhat reduced staffs.

With regard to building operations, I would say that there is nothing at present under contemplation, but we are looking forward to some activities in this line this coming summer.

Collingwood Industries Resume

By J. F. Zimmerman

President, Chamber of Commerce.

THE labor situation in Collingwood, while it is not good, is not of a critical nature. Industries are about to resume activities in a few weeks; unemployment is decreasing; business generally in this locality is improving, and it is believed that the outlook for building is more promising this year than it has been for several years' past. Architects seem to have more prospects than for some time.

One new industry, a large one, is now under construction, and will employ from three to four hundred men. We expect that this will be in operation by the end of March.

The value of real estate here is improving, in fact it is the opinion of the town authorities that prospects are more bright than for the past several years.

Industrial Conditions in Peterborough

By Leonard Fraser

Secretary, Board of Trade, Peterborough.

ON reviewing the present industrial conditions in Peterborough, one wonders whether the general trade depression has touched this Central Ontario city or not. The diversified nature of its industries has undoubtedly proved the substantial nature of the city's development, and a particularly welcome asset to any city during a general trade depression.

To be prepared in case of a marked trade depression in Peterborough, a City Relief Committee was appointed, which, fortunate to relate, has had no serious work to consider. In co-operation with the preparations of this committee, the Industrial Welfare Committee made a detailed survey during the latter part of January of trade conditions in the local industries, and prospective conditions over the winter season. This report was more encouraging than was expected; practically the only line of production not working under normal conditions was that of textiles, and the prospects of this line show orders coming in, and

NEW INDUSTRIAL PLANTS



Recent Large Additions to Montreal Plant

View of the factory of the Berliner Gram-o-phone Co., Limited, which has been considerably enlarged of late. The New Part of the building is to the rear and left of the picture

NEW INDUSTRIAL PLANTS



Textile Plant at St. Hyacinthe, Quebec

The building of the Canadian Manhasset Company, Limited, which is described on page 102

within all probability will be in normal operation by March 1st. Two firms have been in operation twenty-four hours a day for the past month, and will continue so for a period yet.

The relief work instituted by the city has been practically negligible, although a considerable amount of construction work was planned for in case of necessity, but these expedients have been found unnecessary.

The report from the retail trade is encouraging from all angles. The turnover since the beginning of the year has been greater than that of 1920, and the January Dollar Day proved an outstanding record.

Building operations have not yet commenced, but in all probability with the existing decline in price of building materials and the stabilizing of labor conditions and an assured adequate return on the money invested, Peterborough will have a record year.

Owen Sound Outlook Encouraging

By Geo. Menzies

Secretary, Owen Sound Board of Trade.

THE industrial prospect in Owen Sound is very good. Our factories are resuming operations and gradually taking on more men, and while orders are not coming in with a rush yet, enquiries are being made and our manufacturers are quite optimistic.

During the year 1920 some five or six new industries located in Owen Sound and commenced operations, and one of our established industries, the Owen Sound Chair Company, is getting ready to build a large addition to the present factory.

The prospects are also encouraging for building operations in the line of dwelling houses in Owen Sound this coming summer, and taking it altogether the prospects for the future in Owen Sound are encouraging.

Border Cities Hopeful

By F. Maclure Sclanders

Commissioner, Border Chamber of Commerce.

COMPARATIVELY few of our industries shut down entirely, and most of such have either re-opened or will do so in the immediate future. Of course the re-opening has not been on the "full swing" basis; nevertheless, the circumstance is very encouraging. As a matter of fact, things were never really serious with us; and, as you are aware, a shutdown or some condition approaching thereto was absolutely necessary in industry. A lull was imperative. We needed it as the cause calculated to induce certain effects devoutly to be wished.

As a result of enquiries among a number of our leading plants, we are glad to report that business seems to be flowing in very nicely indeed—in fact, none of our people find their outlook tinged with pessimism; rather is it the reverse.

As to the building outlook, this is exceedingly hopeful. Of course the volume of 1921 operations will depend largely upon considerably lower construction and material costs than now prevail. Manufacturers flatly decline to build at present prices, even although these indicate a material reduction on those of six months ago. Meantime, we find many industries anxious to come in; and last year we stowed away no fewer than thirty-one in such mostly inadequate premises as we were able to provide, and in which they will operate, for the time being, on a small scale and feel out their Canadian demand until they think the time ripe to build at a cost that will not need to be seriously written off subsequently.

In conclusion, and if I remember aright, it was the Apostle Paul who said, "I glory in my tribulations"; and it would seem to me that, if ever the manufacturers of this or any other country had cause to glory in their tribulations, they certainly have such cause now, in the most emphatic degree. Unquestionably, such tribulations as we suffer now are but the price of infinitely sounder, saner and more substantial business in the very near to-morrow.

Quiet in Fredericton

By J. A. Reid

President, Board of Trade.

WHAT few factories we have in Fredericton have been running most of the time, although not up to capacity on account of business being quiet. As near as I can judge, while there are always a few orders coming in, they are far from being up to normal and there is very little change for the better to be noticed.

As to unemployment, this not being what you would call a strictly manufacturing centre, there does not seem to be any great amount of unemployment. If a man is laid off in one employment he seems to be able to take up something else.

There does not seem to be any prospect of much building going on. It seems to be the idea of every one that the costs of materials and wages must decrease before we can look for much building activity.

As to prospects of new industries, I do not look for any just at present as

one cannot expect much development in this line when conditions are so uncertain. However, I feel that it is only a matter of probably a year or so until things must pick up, and until that time comes we will have to be prudent and careful.

Niagara Falls Report

By H. H. Bean

Secretary, Chamber of Commerce.

NIAGARA FALLS is not feeling the effects of the general depression to the same extent as most Canadian cities. The wages paid to the large number of men employed in the construction of the Chippawa-Queenston Hydro-Electric canal have to a very appreciable extent kept the local financial conditions in a very satisfactory state. The merchants have had the usual amount of trade, and payments are made promptly. A few of the industries have reduced the number of employees, and others are working shorter hours, but there is practically no actual unemployment. A number of dwelling houses are in course of construction, and many more will be built as the season advances. Several English and American manufacturing firms have expressed a preference for Niagara Falls for the location of their Canadian plants, as they realize the marked advantages of cheap power, unexcelled railway shipping facilities, and many other inducements that but few cities can offer. No doubt as soon as normal conditions prevail, many new industries will be added to the list of successful manufacturing concerns now operating in the city.

Hopeful Report from Sydney

By F. C. Kimber

Secretary, Sydney Board of Trade.

THERE is no gainsaying the fact that times are dull in the industrial world in Sydney, but in spite of the fact that old orders have been filled and that new business has been slow in coming in, there has been no shutting down on the Dominion Steel plant this winter. Many of the mills have been worked on broken time, and the company's management has spared no effort to provide work for their employees.

The industrial situation has not been helped by what seemed a very ill-timed strike on the part of the company's railway hands to be accorded the privileges granted by the McAdoo award. This award was to apply to the employees of railways operating as public carriers and not to men employed in industrial plants. The Sydney men have, however, stuck to their demand and have been drawing strike pay from the Railway Brotherhood all winter. On account of the slackness of the times, this has not hampered the company's operations to any appreciable extent.

In spite of the dull times only those who are constitutionally pessimistic are feeling apprehensive as to the future. The feeling is that we have seen the worst, or that, at least, things are not going to get any worse, and that with the opening of another year of activity in the spring, we shall see a gradual, if slow, revival of business. The cut in values which we read of in the papers as taking place in various important centres has not struck Sydney yet to any degree that can be felt, but no doubt it will reach the city in its own good time.

It is confidently expected that the cost of construction of houses, which in 1920 was practically prohibitive, will be lower next summer, and, with labor more abundant and less independent, contractors will have more confidence in tendering on construction.

There has been no new industrial development in Sydney during the past year, with the exception of certain sections of the steel plant which have seen the completion of work commenced prior to 1920. The cement manufacture from slag, which has been taken over and re-started by the Steel Company, is proving to give very satisfactory results, and the extension of this business should mean that our local contractors will be encouraged to largely substitute concrete for wood in their building operations.

London Industries Improve

By Gordon Philip

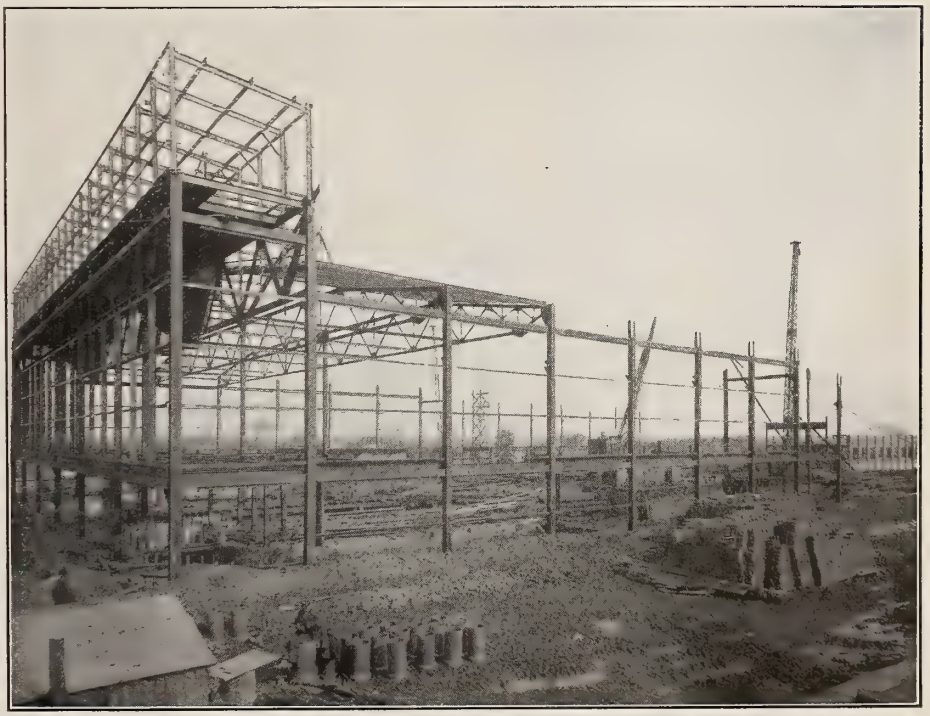
Managing Secretary, Chamber of Commerce.

I HAVE interviewed a number of leading manufacturers in our most important lines in this city, including manufacturers of iron and steel, biscuits and candy, hosiery, concrete products, chewing gum and paper boxes, washing machines, etc., and they are a unit in their belief that the worst of the recent depression is past and that the very near future holds promise of much better things.

The outlook would seem to be particularly bright in the biscuit and candy trade, as the public are commencing to buy again in something like the old volume. The largest factory in this line here is running full time at present. Iron and steel concerns report that there is "no great stir" in the matter of incoming orders but that a slight improvement is noted. The largest of these concerns is now operating on a basis 75 per cent. of normal in the confident expectation that the market will be opening up soon. Manufacturers of hosiery, etc., note an encouraging increase in the volume of orders and are operating five days a week. A large concern manufacturing washing machines, churns, wringers, etc., which has been closed for several weeks is commencing operations again and reports that while local orders continue slow there is an increase in demand from the west, notably Winnipeg and Vancouver.

The unemployment situation has been, we believe, as favorable in London throughout the recent depression as in any city of similar size in America. We have had of course a certain amount of unemployment, but with the bulk of the factories coming back to normal, this is gradually decreasing.

NEW INDUSTRIAL PLANTS



Construction is Rapidly Progressing

Steel skeleton work for front part of the Canadian Libbey-Owens Sheet Glass Company's building at Hamilton, Ontario

The building outlook, in the opinion of some of our leading architects and contractors, is bright. There is considerable building actually planned and a lot more in contemplation. The situation is complicated, however, by the feeling that building costs both in respect of materials and labor have not decreased in proportion to other commodities, and this it is thought may have a restraining effect unless there is a decided drop.

Perhaps the most encouraging feature of the whole situation is the fact that inquiries by American firms seeking locations for branch factories in Canada have been steadily increasing in number. These have been more numerous in the past two months than ever before and would seem to indicate that there has been no diminution of confidence in the future of this section of Canada.

Business Good in Winnipeg

By J. M. Davidson

Winnipeg Board of Trade.

OUTSIDE of the usual shut-downs of limited periods at this time of the year, no Winnipeg factories have been closed for want of business, and very few factories have placed their help on part time. The Employers' Association of Manitoba has just completed a survey, and last week questionnaires were sent to 1,250 employers in Winnipeg, representing 24 different groups of trade and industry, which employ in the neighborhood of 20,000 workers. Of the 167 firms replying, 91 show that no reduction in either hours or wages has taken place. These 91 firms represent the groups including wholesale, financial and others not directly concerned in production. Of the other 76 firms reporting reductions in the number of employees during December, the average was 12¾ per cent., and during January 11½ per cent. The reduction in hours averaged 8 per cent. with a reduction of wages over the whole 76 firms from 2½ to 4½ per cent.

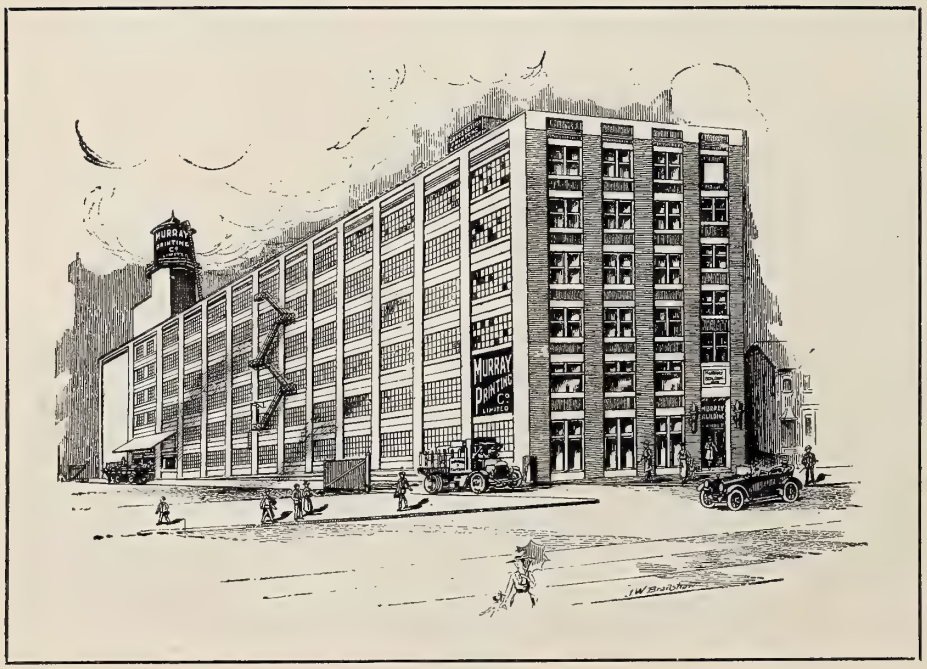
Retail trade appears to be opening up very well and wholesalers report orders coming in in increased quantities.

The City of Winnipeg, in our opinion, has handled the unemployment situation better than any other city in Canada, and we believe, quite as well as any other city of its size on the continent. There has been no marked unemployment. The situation is well in hand, and we believe labor will have no cause for complaint for the balance of the winter.

Information in our hands up to the present time would indicate that the 1921 building season will equal, if not surpass, that of 1920. The building supply organizations are preparing a display of building products, to be held the last week in March, one of the features of which is a drawing for a $4,000 bungalow. It is hoped that this will attract large numbers of people from both Winnipeg and the surrounding towns and will create interest in home building.

Winnipeg should have no cause for complaint. The West produced a very valuable crop during 1920; bank clearings for January, 1921, were $32,000,000 in excess of January, 1920; building figures for 1920 were over eight and a half million dollars; we have unlimited hydro-electric power for manufacturing purposes, unexcelled transportation facilities, the world's fastest growing market practically at our doors, and an organization with a million dollars ready to assist in settling 20,000,000 acres in the Western provinces. If business is good anywhere, it is good in Winnipeg.

NEW INDUSTRIAL PLANTS



A Fine Printing Plant in Toronto

Building on Spadina Avenue just completed by the Murray Printing Co., Limited

New Brunswick Situation

By R. E. Armstrong

Secretary, St. John Board of Trade.

NEW BRUNSWICK has not escaped the business depression that is affecting Canada, but it is standing up better under it than many other sections of the country. There have been fewer failures, and while the evidences of an improvement in general business are not very marked as yet, the situation is not awakening a spirit of pessimism in the future. There is a feeling that the dawning of a brighter era cannot be far distant, and with the valuable natural resources which the province possesses, and with the splendid export opportunities that it has at hand by reason of having one of the most strategically located, all-the-year-round ports on the Canadian Atlantic coast, there is a strong undercurrent of sentiment that when that brighter era does come, and when it brings, as it must bring, a broader development of the port of St. John, New Brunswick will then make real progress.

The lumber situation, owing to overseas conditions, has not brightened very much yet, though some lumber dealers note an improved demand from United States markets. As the United States situation improves, the New Brunswick lumber industry is bound to show marked improvement.

Construction work has not made much advance yet, as prices have not dropped to the level that is necessary for successful building development. When that point has been reached, and with the great demand that exists for better housing, there should be satisfactory progress.

The farming situation in this province, being largely dependent upon conditions in the United States and in Cuba, has not improved greatly, but there is a feeling that this condition cannot be of long duration.

Wholesalers are still complaining of short sales and of cancellations, but they are holding their ground well and are not giving way to pessimism. The general feeling is that with an early spring in prospect buying will improve.

The Atlantic Sugar Refinery has reopened its plant and is gradually working up its large stock of the raw article. The Maritime Nail Works, which closed down a few weeks ago, has opened its plant again. Other metal industries that have been held up from one cause or another, are arranging progressive plans when the situation warrants it. Several new industries are expected. The Ford people are impressed with the export advantages that St. John possesses and are considering the establishment of a larger plant here than they now possess. Another industry, involving the develop-

ment of one of our most valuable natural resources, is also receiving consideration.

Machinery is being installed for the new fibre plant of the Clarke Bros. Paper Mills Company in the eastern end of the city. The construction of the new dry dock, and the development of Courtenay Bay are proceeding, and there is a well-defined expectation that an extensive programme of development will be shortly started by the Canadian National Railways.

The Canadian Pacific Railway has entered upon the construction of a new bridge across the reversible falls at the north-western end of the city and the company is also formulating other progressive plans for the future.

While the business of the port during the present winter has not come up to expectations, owing to world depression, it has been considerably in advance of other competitive ports. A strong feeling is being aroused in favor of a comprehensive scheme of development for the port of St. John, in order that it may be in a position to lend stronger aid to the building up of Canada when the present period of depression has passed away. That Canada needs such a port goes without saying.

NEW INDUSTRIAL PLANTS



New Tire Industry at Kitchener

The recently completed plant of the Ames Holden Tire Company, Limited

Conditions at Welland

By George Day

Industrial Commissioner.

ONE iron-working plant state that they have been fairly busy during the past winter, but add that the winter months are always their busiest ones. They expect their operations to slacken up some during the next two or three months, but probably not more than they usually do during this period. They say they expect trade to be a little slower than for the past two or three years, but on the whole they expect a fairly satisfactory season.

A concern using a limited number of operatives, making working garments, tell us that business is on the increase and at the present time they have 30 per cent. more operators employed than they had at any time during the past year. They say they are very optimistic about the future and believe they will have a prosperous year.

One of the metallurgical plants, making a special product, say that the outlook for their business is very bright indeed. They are endeavoring to increase their output to double or treble what they are doing at the present time. This concern, like the others, hesitate to render an opinion as to when affairs in general will settle down.

A foundryman writes like this: "My judgment as to when affairs in general will settle down to normal is about 1922. Before business will come back, confidence must be restored, particularly as it applies to the relation between the employer and employee. This means, good old-fashioned house-cleaning, where all foolish and silly notions about easy living without much work are relegated to the rubbish pile, and good old-fashioned furniture representing honesty, industry and reasonableness are in place."

One of the textile mills tell us that their business is very quiet indeed just now, and that it is difficult for them to give an opinion as to just when conditions will improve.

One of the biggest employers of labor here at the moment, manufacturing steel products, injects a cheering note into the discussion. They say at the present time they are running 100 per cent. and believe they will be able to continue, as their judgment is that business is going to pick up considerably in the spring, and they don't anticipate any slacking off in their own line.

Another of the metallurgical plants are working their usual number of men, but are making their product faster than they can ship it. In other words, they are not getting sufficient orders right now to cover their output and so are stocking it. They feel though by the coming of spring, or early summer, this condition will be straightened out.

Our forging plants here, due largely to the depression in the automobile and truck business, are working at considerably under capacity. A revival of business in this field will put these plans into full operation again. One of the new concerns locating here last summer is starting up on a production basis this week. The parent company of this concern in United States has been virtually closed, but they are getting under way again and they have quite a few orders for the Canadian plant at Welland. Our iron foundries and machine shops are all working, although not at full capacity.

A generous programme of construction work by the Dominion Government, such as the letting of additional contracts on the Welland Canal, the building of the pipe line which is to parallel the canal, and works of similar nature throughout the country, would be a boon to the machinery manufacturer who makes a specialty of contractors' equipment. The Government would be well advised, I think, at this time to carry on all such works. We have either got to find work for many of our men, or else keep them in idleness. The Government probably feel they cannot spend the money on public works, but if they don't they will spend it in charity anyway, and nobody will contend but that it is better to let men earn their living rather than to dole it out to them.

One of the firms which we secured for Welland last fall will be starting to build their plant just as soon as spring comes, and this will provide work for quite a few of our unemployed, as well as spread quite a bit of money for materials around the country.

Industry in Three Rivers

By P. E. Piche

Secretary, Three Rivers Board of Trade.

INDUSTRY in Three Rivers is going through the readjustment period. Although production has not stopped in any of our factories, still it has been reduced strictly to filling orders. As anywhere else, nobody here wants to be caught with surplus stock, when prices drop, but the situation as a whole, presents a cheerful outlook.

The Wabasso Cotton Mills are running full capacity, night and day. The Wayagamack Pulp and Paper Co. has stopped production to effect important extensions and improvements to its plant and will resume operations by the beginning of March, 1921, with a doubled output.

The St. Maurice Lumber Company, recently installed in Three Rivers, has started operating the pulp end of its mill and is actively engaged in completing the construction of its newsprint plant.

A new company, The Three Rivers Pulp and Paper Co., capitalized at $4,000,000, will start building a 100-ton plant in early spring. The construction work should employ some 200 men at the start. The new plant will yield bleached kraft paper by the sulphate process, with an estimated payroll of 2,000 men.

The Brown Corporation, of La Tuque, has bought property in Three Rivers and across the river from our city, for a big pulp and paper mill, and rumors are that the company will start building this spring.

Construction in Three Rivers has been idle for a few months, contractors and customers waiting for a drop in the price of materials, but unusual activity in real

estate transactions tends to indicate that houses will be built in great numbers this year, as soon as circumstances permit, which should be early in the spring.

Three Rivers does not have to worry about the unemployment problem so far. There is work for everybody and those who have to wait for re-employment in their specialties, have saved money enough to be able to manage. The local charitable institutions report an important decrease in poverty and in requests for assistance. Labor conditions are very gratifying. Although wages have been reduced in some industries, still the workingman stood prepared and has accepted courageously his share of the readjustment task.

Conditions in Quebec City

By O. H. Cote

Industrial Commissioner, Quebec.

IN the City of Quebec, with the exception of the shoe factories, all others were kept running on fairly good time. At the end of December, the Canadian National Railway work-shops at St. Malo and Limoilou wards were closed for a few days, but these are now running on the same time as last summer. The Dominion arsenal which was closed on July the 15th last resumed operations again on December 15th and is now working with a fairly good staff. The clothing industry, which had been working on reduced production, seems to be getting back to normal again. The corset, tobacco, preserves and can goods, lumber, machinery, iron and steel industries are working on regular output. In the boot and shoe and leather industries there does not appear to be any changes, although manufacturers are looking forward to better conditions in the early spring.

Appearances do not indicate that there is a material change in volume of orders from last fall, although business is certainly improving.

After a careful investigation we have come to the conclusion that the unemployment situation has been greatly exaggerated for our city. Excepting for two or three weeks at the end of December and beginning of January, when some of our establishments were closed for the holidays, the labor situation has been very good. The boot and shoe and leather industries, which employ when working on normal time about 4,000, have been employing about 1,500. Some of these have been absorbed by the other industries or have left the city for the winter, but others are still unemployed and are waiting for the opening of the shoe shops.

Building trade is at a standstill for the present. Indications are that we shall have a very busy season. It is rather early yet to see if all the prospects that are now being studied shall materialize. Last year building permits issued amounted to over two million dollars. This figure I can assure you is far below the actual value of the building operations for last year, as we came to nearly that amount with five or six large constructions. The indications for this year are much brighter.

Chatham Manufacturers Optimistic

By M. M. Maxwell

Manager, Chatham Chamber of Commerce.

TWO factories which have been running somewhat slack are slowly increasing their operation. The Gray Dort Motors and the Hayes Wheel Co. have taken on a few men in the past two or three weeks, but the increase is not bringing them anywhere near normal. The Dominion Sugar Co. has just completed the sugar-beet run, and some 300 men were laid off, at the end of January. Other factories in the city are running about normal capacity for the most part, except the International Harvester Co., which has reduced the number of working hours per week, but has not reduced the number of men employed. Unemployment as far as Chatham is concerned has increased since the first of February, but prior to that time we had comparatively little unemployment compared with what has been the case in a great many other places. Local manufacturers are optimistic and they anticipate that there will be a comparatively early resumption of business, but for the time being they see very little ahead, and appear to anticipate another sixty days of comparative slackness.

Outlook for building in the city seems fairly good, particularly along residence lines, as a number of contracts have been let, and others are being discussed.

Two new industries are opening up in the city, but neither of them has yet reached the point where many hands are being employed. They are doing preliminary work in arranging their buildings and equipments and expect to be running to almost normal capacity within the next thirty to sixty days.

While this statement of conditions in Chatham appears to be somewhat pessimistic and dark, the people in general do not seem to feel that the condition will last for any great length of time. The city, as well as employers throughout the city, is making every effort to keep unemployment down to the minimum, so far as it possibly can, and as a result conditions are not very serious, although if the present conditions should exist for any length of time, some of the unemployed will be finding themselves in serious financial condition. On the whole we believe that optimism is the proper spirit, and the people of Chatham are looking to the future with that spirit absolutely, and are very hopeful that conditions will right themselves in a very short time.

More Orders for Hamilton

By C. W. Kirkpatrick

Commissioner of Industries and Publicity.

ALTHOUGH employment conditions have not yet returned to normal, a gradual improvement has become noticeable in Hamilton since early in the New Year and there are many indications that the coming of spring will bring with it active resumption of practically all lines of industry. Owing to the great diversity of its 700 industries, Hamilton did not feel the unemployment pinch as greatly, in proportion to its size, as some other places. In fact, it is doubtful if unemployment has been much more acute or conditions much worse than during the average winter prior to the war, but the affluence in which the majority of people lived during the war period and two succeeding years made things appear, by comparison, much worse than they really were and caused much more noise to be made about and publicity given to the unemployment question than would ordinarily have been the case.

But that there has been some real suffering this winter, due to unemployment, is not to be denied and employers and employed are alike breathing easier now that there is a break in the clouds and that the "silver lining" is again visible. Some industries that were practically closed down for a time, have during the past month or so resumed operations while others that have been operating on a more or less limited scale all winter are, with the approach of spring, gradually bringing their working forces up to normal strength. Orders are being received by manufacturers in greater numbers than for some time and there is every indication that the back of the "buying strike," which was largely responsible for the unemployment, has been broken.

The outlook for the immediate, as well as the more distant future, is very promising. Last year came nearly being a record-breaker in Hamilton in value of

A QUEBEC NUMBER

As announced last month, the Annual General Meeting of the Canadian Manufacturers Association takes place in Quebec City on June 7, 8 and 9. In order to post members of the association on the industrial progress of the Province which they will be visiting at that time, it is our intention to issue, early in April, a Quebec Number of Industrial Canada, in which there will be featured several articles dealing with the natural resources and industrial development of that part of Canada. This will be followed by other special material in the May and June issues, all working up towards the big convention in June.

building permits issued, but everything points to even greater building activities this year. The building permits for January exceeded in value by more than 200 per cent. the permits for the corresponding month of 1920, and thus far the February record is far ahead of that of a year ago. Many people refrained from building last year expecting a big drop in prices, but apparently they are now satisfied that prices are not going to come down with a thud as they anticipated and they are preparing to go ahead with their building programme this spring. The Libbey-Owens Sheet Glass Company is proceeding as fast as possible with the erection of its $2,000,000 plant and the Firestone Company, which put in foundations last year for a mammoth rubber plant and then postponed further operation, is expected to resume work this spring. Other large manufacturers who temporarily deferred their extension programme have also announced their intention of going ahead this year so that the building outlook is unusually bright.

Hamilton is also looking forward to considerable industrial expansion this year. During last year 27 new industries were secured, but power shortage and other abnormal conditions which will not have to be contended with this year, kept a number of American industries from carrying out their Canadian expansion programme; but many of them will do so this year. At no time in its history has the civic industrial department been actively negotiating with so many American and British industries for the location of Canadian branches as at present, and one would indeed have to be a pessimist of the worst kind to fail to see signs of activity and prosperity for the immediate future.

The "Made-in-B.C." Campaign

By HUGH DALTON
Secretary, B.C. Division, C.M.A.

SENTIMENT has been discarded in the movement initiated by the manufacturers of British Columbia to develop the market for their goods in that province. They are not asking the purchasing public to buy their products simply because they are manufactured in B.C., but because of the worth of the goods, and the individual benefit that will accrue to the purchaser by reason of the development of the province as an industrial centre.

Nor are the manufacturers actuated by selfish motives entirely, for their aim is not only the increasing of their own sales, but the upbuilding of Canada and the Empire. While, of course, anxious to keep the markets of the coast province supplied with the goods that they manufacture, they are asking the public to ask for the products of Canada if those of British Columbia are not to be obtained, or fail to satisfy. If the Canadian product fails to meet the requirement of the purchaser, those of the Empire are advised for consideration before accepting the offerings of another country.

The movement which is being directed by the manufacturers bureau of the Vancouver Board of Trade, received the unanimous endorsement of the Associated Boards of Trade of British Columbia. A manager has been engaged, with offices in the Board of Trade Building. The campaign is to be continued throughout the year. It was considered that similar campaigns to increase the sales of commodities manufactured in British Columbia and other localities, while successful during the excitement of the period for which they were planned, failed to accomplish permanent development because they were not followed up. It is intended to follow up the initial publicity with an educational campaign.

The first activity of the campaign was to organize a "Made-in-B.C. Week," from February 7th to 12th in the city of Vancouver. This was held at a time when the Associated Boards of Trade of British Columbia and several other important organizations were meeting in convention. The retail merchants, wholesale houses, labor organizations and newspapers cooperated whole-heartedly to make the event a success. Every opportunity was given by the majority of the merchants to the manufacturers to display the products of the province, with the result that the week was pronounced to be a success from every standpoint, and laid the foundation for a larger organization for further activities. The Provincial Government co-operated by hiring a theatre and putting on a free showing of motion pictures of the industrial activities of the country. Special films were taken for the occasion, Dr. A. R. Baker, the director of moving pictures for the Government, having Mr. J. B. Thomson, chairman of the Canadian Manufacturers Association; Mr. J. H. Falconer, president of the British Columbia Manufacturers Association; Mr. W. E. Payne, secretary of the Associated Boards of Trade, and Mr. B. A. McKelvie, the campaign manager, taken as showing the unanimity of business interests in working for the success of the movement.

Following the "week" the manufacturers were asked to address their employees on the necessity of giving preference to the products of all British Columbia factories. The workers were impressed with the fact that the stability of their employment rested upon the market for the goods that they helped to manufacture, and that it was in their own interest to bring prosperity to the province by patronizing British Columbia manufacturers.

Community committees are being organized in different centres of the province to carry out the objects of the campaign, while a news-service, of an educational nature, is being inaugurated for the weekly press.

The school boards and educational bodies are being asked to assist in the work by informing the children of the possibilities of development for the province by a united effort to capture British Columbia's market for British Columbia.

The farmers of the province who have to compete with the producers of the neighboring states, are lining up with the manufacturers in an effort to educate the purchasers to the necessity of buying at home, while the organizer for the United Farmers of B.C. is devoting a portion of his lecture to the propaganda of the campaign.

The fact that British Columbia is a province rich in natural resources, but in great need of highways, is being used as an illustration of what can be accomplished by united effort in support of the products of the country. It is pointed out that the 555,000 residents of British Columbia have to bear the cost of the highway extensions of the province; that fertile valleys are closed to farmers, and rich mineral veins are untapped, owing to lack of transportation facilities. In explaining the need for better inter-community communication, the people are being told that they are building roads for localities far removed from British Columbia, and are being impressed with the fact that every dollar spent for merchandise pays its toll to the expenses of some public works—why not those of British Columbia, Canada and the Empire, rather than for the peoples of foreign lands to enjoy.

In selecting a manager to conduct the campaign, the committee chose Mr. Bruce A. McKelvie, a native son of British Columbia, a young man who had been engaged for a number of years in newspaper work in different centres of the province, and who was for eight years on the staff of the *Vancouver Daily Province*. He is working under the direction of a strong committee composed of some of the leading manufacturers of the West. They are: Frank Parsons, J. B. Thomson, J. H. Falconer, A. B. Weeks, J. W. Curran, J. H. Hamilton, W. A. Hunter, A. Nelson, Duncan M. MacDonald, R. H. Arnott, L. A. Walker, Oliver Phillips, H. Rolston.

Canada Hasn't Even Scratched the Surface of Possible Overseas Markets

By A. N. LAWRENCE

Manager of Sales, Ford Motor Co. of Canada, Limited

This is a portion of Mr. Lawrence's now famous address on "Darkest Canada," which it has been thought desirable to bring more directly to the attention of the manufacturers of Canada. It was delivered originally before the Border Cities Chamber of Commerce.

IN the space of sixteen months I covered something better than 62,000 miles through South Africa, Rhodesia, Portuguese East Africa, British East Africa, British India, Ceylon, Burma, Straits Settlements, Dutch East Indies, Australia, New Zealand, Philippines, China and Japan.

Most of us who take a trip of this kind are so bound down by our business interests that we touch the high spots only, visiting the principal ports such as Bombay, Calcutta and Madras of India. As a matter of fact, I was fortunate to find it a necessity to cover each of the countries visited more thoroughly and I was, therefore, actually able to cover more mileage within the countries themselves than on the high seas. Wherever it was possible to travel by motor car that means of transportation was selected in preference to rail, and through this means I was perhaps able to get a better first-hand knowledge of the country and of commercial and industrial conditions than would have been the case under other circumstances.

A Real Message.

My whole trip has been something of a kaleidoscope, and it is only since my return from abroad that I have been able to get time for a survey or a proper perspective of my experiences. I have the temerity to believe, however, that I have a real message which contains ample food for thought.

Perhaps some of you have been rather curious as to the caption: "Darkest Canada," but frankly I consider it particularly apt. One outstanding fact as the result of my experiences is that none of the Overseas British possessions have any knowledge whatsoever of the industrial or commercial possibilities of this great country of ours—CANADA—and in turn I believe I am safe in saying that Canada knows little, if anything, of the possibilities of trade with her sister dominions. The one is of necessity a corollary of the other.

As a matter of fact, during my entire sixteen months abroad, I never met a single representative of any Canadian enterprise. On the other hand, the activity of American representatives in these same countries is so decidedly marked that one could safely say that to-day American industries are invading the whole of the British overseas' possessions.

Some of you who have had more or less export trade in some of these countries may say that you are after business in these outlying possessions, but figures don't lie, and I make the statement that collectively Canadians are not alive to the trade possibilities with these sister dominions. Before I get through I am going to give you some very pertinent facts to prove this statement is not relative but exact.



The Author in South Africa

Mr. Lawrence (right) with a business associate at Potchestrom S.A.

The Ford Motor Company of Canada for many years have been cultivating an export trade with these countries, and to-day we have a mighty good volume which we look upon as more or less the backbone of our business. But after my experience abroad I am satisfied that we haven't even scratched the surface of possibilities, and I can safely say that the indictment applies equally as well to us.

Conditions in South Africa.

I am going briefly over the conditions in some of the countries I have visited.

Union of South Africa.—I know it is the general impression of those who have never travelled this country that the greater source of wealth is from their gold mining and diamond industry. As a matter of fact, these two mean little to the nation from the standpoint of revenue, in that the shares of these concerns are held very largely abroad, with the result that their earnings are not distributed to any great extent within the Union.

South Africa is essentially an agricultural country but one of enormous undeveloped possibilities. Anything that will grow any place in the world will grow within South Africa, and they are fortunate in having a combination of tropical and temperate climate within their own borders. Their principal trouble is the severe drought they have to contend with, due largely to the drying-up of their many large water courses during the season when they are most needed. At other seasons of the year these same courses have a surplus of water and there are really big possibilities for the country, through conservation and irrigation schemes to make productive land out of what to-day is more or less arid waste. That the Government realizes this is evidenced by the fact that one or more large conservation and irrigation schemes are under way I having personally viewed a big scheme of this character to harness the Sunday River and its tributaries directly behind Graff Reinet, in Cape Province

The Native Population.

One of the biggest assets of the country is its native population, of which there is something like 5,000,000 The blacks in South Africa are a particularly moral, industrious and intelligent race and are really a large factor in solving the labor problem of the country for manufacturing and industrial purposes.

Africa, with its wonderful resources of all kinds, should some day be a big factor in the manufacturing power of the British Empire. They are slowly but gradually developing this side of their activity, which in the course of time should strengthen their position from an exporting standpoint.

British India.—India is essentially an agricultural country but one widely different from Africa or our own. A big percentage of the growing power of the country is in the hands of millions of natives (of which there are something like 270,000,000 Hindoos) working on exceedingly small plots without a pice to their name.

They are, as is well known, religious fanatics who follow the tenets of their religion more closely than we Christians. This takes money. They have no re-



A Canadian Automobile in India

Scene at the entrance to the Fort in the native section of Lahore



A Good Prospect for a Motor Truck

On the road from Kuala Lumpur to Spoh in Federated Malay States

sources of their own and the result is that they are mortgaged to the eyes, usually to Arab money lenders, to an extent which makes it impossible for them to ever get ahead of the game. They are serfs in fact as well as in principle, and in the native States somewhat the same condition prevails—i.e., the natives are working on a rent basis, the land belonging to the native princes, and it is this source largely from which the enormous revenue of these princes is derived. The result of these conditions is that the large trade of the country is done mostly in the urban centres.

India has gone far further than they have in South Africa, in that the Government has accomplished much in the way of irrigation schemes, providing moisture for land that would otherwise be arid. This in itself has provided for the native population a means of livelihood, which has undoubtedly been a very large factor in keeping millions of natives employed and therefore less likely to foment trouble.

The Indian Native.

The native lives on the smell of an oil rag and really works only to provide enough on which to live and then mostly a meagre pittance. So that without having an opportunity to grow his own food products, which would be the case were there less effort at irrigation, he would be a burden on the country with nothing whatever to keep him busy at all and it would be a wonderful feeding ground for agitators.

The Indian native is possibly one of the finest artisans by natural instinct in the whole of the world, and much could be done in that country to develop these talents. If more effort were directed along the lines of technical and industrial schools and some forcible regulation for attendance put into effect, the producing power of the country would be enormously increased, as such education would be the foundation for industries which would be able to utilize their enormous wealth in raw materials to better advantage.

India to-day practically monopolizes the jute industry and its amazing wealth of raw materials, such as leather, cotton, wool, timber, coal, iron and manganese, should make it a source of industrial activity as great as anything in the world. It is already one of the richest markets and should be able to develop its exports to an enormous extent.

Manufacturing is Increasing.

They are gradually going more extensively into manufacturing, as is evidenced by the fact that many large sugar plants are being erected in India for the purpose of producing refined sugar, and they should take quite a prominent position in the markets of the world, for this product in a very short time to come.

My remarks in reference to the invasion of American industries are possibly more true in the case of India than in the case of South Africa.

Straits Settlements.—This is probably one of the most sensitive markets in the whole of the British Empire, if not in the whole world. It is a good market—at the same time its prosperity depends largely upon the production of rubber and tin and the condition of the markets for those products.

The native population, who are Malays, are a particularly intelligent race, are industrious and at the same time free spenders, so that in prosperous times it makes one of the easiest catered to markets in the whole East.

Factors in Prosperity.

During the past few years when the price of rubber and tin has been at a good figure, this country has been particularly prosperous, but any particular slump in these lines will undoubtedly cause the shutting down of many of the plantations and mines, which would have its effect on the trade of the country as well as its buying power.

It is a market that has to be watched very closely by anyone trading therein, and for that reason is not on as sound a foundation as some other sections of the British possessions.

Australia.—Australia has undoubtedly gathered unto itself a somewhat unenviable reputation around the world for its labor conditions. Labor in Australia has industry by the throat and there is little inducement for manufacturers from this side of the world, where capital is able to meet labor more or less on an even footing, to take the gamble that is necessary within this Commonwealth under conditions as they now exist.

It is a country with enormous possibilities in natural resources, but owing to the "white policy" of the country there is little opportunity for these resources to be developed into an asset. The populated section of Australia is practically a fringe around the West, South and East coasts, with the balance undoubtedly more or less of an undiscovered and undeveloped country. The heart of Australia is essentially tropical, and therefore calls for working under conditions which the white man cannot contend with. In my humble opinion this country needs black immigration to make it the nation that it should be.

Industry in Australia.

The Australian has not the same angle on industrial problems as the rest of the Anglo-Saxon world. There is little if any encouragement given immigration even for agricultural purposes, and as the Government is essentially a Labor Government, this is directly attributable to the stand taken by the labor organizations. In fact, I believe that resolutions were passed and made public, in which the labor organizations have expressed themselves flat-footedly against immigration as long as there are any unemployed among the labor element in the country.

There is a marked preference among Australians for British-made goods, but for some reason or other Canadian product is stamped as American rather than



A Busy Harbor Scene

Scene on the Hooghly River, in the Harbor of Calcutta, India



A Big Indian Industry

Dhobies (washermen) on the Gumti River at Lucknow

British. This is possibly our own fault. Australia today is importing largely in many lines from America, and I have seen many public criticisms of this practice, which undoubtedly is the result of Britain not being prepared immediately after the war to re-establish their old trade connections. There is rather a keen feeling in the country against these large imports from the United States—not, however, that they have any antipathy against American-made goods in themselves, but they feel that preference should be given the British products. This feeling has gone so far that I have even seen editorials in the newspapers condemning importation of American films as against British product of the same character.

Australian Customs Policy.

The Customs policy of the country is not a logical one. It started out with the idea of being protective, but it is undoubtedly to-day a prohibitive tariff. It is one thing to protect an industry that is capable of supplying its own country's requirements, but it involves another principle when the tariff is made so high, even at the inception of infant industries, as to make importations impossible. I know of several instances where absolute embargoes against importations have been placed on certain articles although there was only one manufacturer of such article within the country and these nothing like big enough to take care of their own home consumption. This is carrying the principle of protection to the extreme and works more harm than good.

The same might be said of many legislative enactments passed in Australia within the past few years, which have been so drastic as to be destructive.

The stable element of Australia has done much in an effort to develop the manufacturing powers of the country but has received little encouragement from the element that controls the country.

Briefly, this is a country in which little will be accomplished until the yoke of labor is thrown off and they can accomplish some sane and sound legislation.

New Zealand.—This is a country which is more generally productive in every way than Australia. The New Zealander is in a way more alive and alert and more keen for new angles on industrial problems than his Island brother. There is supposed to be more wealth per capita in New Zealand than in any country on the face of the globe, and one has but to travel both of these Islands to realize that perhaps this is the case. It is more generally settled and more fully developed by far than the Commonwealth of Australia. They perhaps have more socialistic legislation than any country on the face of the globe and yet they are not socialists. They have wonderful co-operative societies and wonderful hospitals, and all public services are Government-owned and efficiently operated.

It is a country in which there are reputed to be no millionaires and no poverty, and I was impressed with something of this nature from my observations even before the statement was made to me that such was the case.

They have their labor troubles, but very few in comparison with the Commonwealth of Australia. It is a peculiar fact that it is against the law to strike in New Zealand, and while at times this Act is enforced, it is apparently done only with the idea of stimulating respect for the law rather than carrying out the letter of it, and then only occasionally. This is perhaps due to the fact that the Government is largely dependent on the labor element for their power, although it is not in any sense a Labor Government. It is an unusually rich market and one well worthy of development.

Some General Conclusions

The following is a brief but decidedly superficial summary of conditions as I observed them.

To get down to the real point of my address, I want you to note the following:

Each of these countries has come out of the war immensely wealthy.

Each, with the exception of the Union of South Africa, has an excess of exports over imports. This excess of exports means credits abroad with which to liquidate their imports.

None of these countries are within themselves self-sufficient.

Aside from the above, the situation is economically sound, for whereas the purchasing power of a country depends on its selling power derived from the production of merchantable commodities. these countries are immensely rich in natural resources and raw commodities and are making themselves stronger slowly but surely by producing manufactured commodities from these same raw materials.

And Canada Hasn't Scratched the Surface of these Markets

Since the war started our volume of exports has gradually increased until to-day it is a mighty presentable figure, yet I want to give you some figures to confirm the above statements.

Table showing imports into certain British Dominions for several classes of goods and what Canada supplies these same countries:

Class.	Total Imported Into	Canada Ships To
Apparel.		
India	$7,000,000+	.....
New Zealand ...	4,700,000	326,000
South Africa	14,700,000	7,000
Books, Paper, etc.		
India	10,500,000+	126,000
Australia	14,500,000+	3,000,000
Foodstuffs.		
India	107,000,000+	9,000
Sts. Settlements..	45,000,000+	74,000
Australia	13,800,000	1,234,000
New Zealand.....	8,325,000	540,000
South Africa	23,600,000	133,000
Furs, Hides, Leather.		
India	2,000,000+	.....
South Africa ...	9,000,000	51,000
Metals, Minerals and Machinery.		
India	73,000,000+	641,000
Australia	38,000,000+	3,800,000
New Zealand ...	13,000,000	1,500,000
South Africa ...	23,000,000+	3,289,000
Paints and Varnish.		
India	6,500,000	22,000
Australia	2,200,000	184,000
Textiles.		
India	231,000,000+	.....
Australia	108,000,000+	86,000
New Zealand....	24,000,000+	78,000
South Africa	41,000,000+	28,000
Wool, etc.		
Australia	8,000,000+	336,000
South Africa	5,000,000+	637,000

In these Overseas Dominions we have a market of over 400,000,000 people with

imports of a value exceeding $2,000,000. On the other hand, out of the total export figure for Canada for the fiscal year 1919 of slightly over $1,200,000,000, only 5½ per cent. or a little more than $64,000,000 has gone to these Overseas Dominions.

I say again: Canada hasn't scratched the surface of these markets.

Trade Policy Needed.

It would be a short-sighted policy and one working for unstable trade conditions were we to invade these markets with a determination to sell without an equal determination to buy. Where one country exports largely to another and takes little in return, exchange becomes a factor of serious import and works for unstable trade connections. We have a mighty good example of this in our trade relations with the United States, where to-day every article that we import from that country is costing us 15 per cent. for exchange, owing to the fact that we are large importers from this country and export little in comparison in return. We have a somewhat similar situation as a parallel in the exchange situation between the United States and Great Britain. The placing of national loans has some effect for or against exchange relations between two countries, but the really one big factor involved in this situation is naturally the ratio between exports and imports. The ideal situation, of course, is where no money passes and the transactions between two countries becomes solely an exchange of commodities.

So I say again, that if we take advantage of our opportunities and seek export connections with these Overseas British Dominions, we should also make an equal effort to divert part at least of our import trade from the United States to these Overseas Dominions.

We now purchase three-quarters of our imports from the United States. Much that we buy from them can be purchased from these Overseas Dominions as evidenced by the following figures:

Purchases of Raw Materials Only.

By Canada from Dominions listed.	By Canada from U.S.	By U.S. from Dominions listed.
Furs, hides, etc.—		
1,900,000+	5,900,000+	92,800,000
Cotton—		
.....	34,000,000	104,000,000
Jute, flax, hemp—		
7,200,000	3,256,000	74,800,000
Grain—		
Not over ½ mill	16,000,000	
Beef and Mutton—		
1,200,000	7,000,000	
Sugar—		
500,000+	12,000,000+	

There are possibly dozens of other lines in which similar comparisons can be made, but I believe these are enough for our purpose.

There is one other pertinent fact that stands out in the above figures, i.e., while in many lines we are buying largely from the United States instead of our British sister Dominions, the United States, in turn, buys such enormous quantities of these same materials from these Dominions, it is almost a self-evident conclusion that the United States is simply acting as a middleman for Canada.

Note that out of total imports into the Dominion of Canada during the fiscal year 1919 of over $900,000,000, only $50,000,000 of these came from our sister Dominions.

No comments are necessary from me to convince you that inter-Dominion trade is an obligation that we cannot avoid. To-day Canada is commercially and industrially on the other side of the globe an unknown factor. As one of the larger units of the British Empire we cannot lay this at anybody's door but our own, and surely the remedy is within our own hands.

Owing to the present condition of world finances this is perhaps not a favorable time to actively seek this connection, but at least it is a good opportunity to get our house in order. There is no doubt that a determination to buy and sell in these British markets would materially modify the American exchange, which is now decidedly against us. We have, on the other hand, a decided advantage to-day in the higher value of the pound sterling in Canadian dollars as against the U.S. dollar, which should give us the thin edge of the wedge to get a foothold in these markets.

The Exchange Factor.

It is a fact needing no demonstration that a one-sided trade relation leads to a depreciation in currency, which if allowed to go far enough eventually curtails the country's buying power, so that if we are going after this export trade in a way that is going to make our connection lasting, we want to insure against any depreciation of the pound against the Canadian dollar by the only recourse available—to build up a business import trade along with export activity.

We have many things in Canada in the line of raw materials and manufactured articles that all of our sister Dominions require, and they, in turn, have much that we can make use of that we now purchase from the United States.

There is another fact of importance which should not be overlooked. Our Government to-day has a large investment in railway lines and equipment. They have recently seen fit to provide us with a Mercantile Marine, which in the course of time should take its place with the best on the high seas, and therefore we owe them an obligation to support these enterprises in the only way possible—*i.e.* by the development of export and import trade with our sister Dominions.

In my own business capacity I know as a matter of fact that the Merchant Marine is having its troubles in securing enough outgoing cargo from this country to keep these vessels properly loaded. Iittle if anything is being done by us to insure them a return cargo, whereas an active and aggressive campaign on the part of the manufacturers of this country to develop our exports and imports with these sister Dominions could do much to insure the success of the Mercantile Marine undertaking and make it profitable enough for them to gradually but surely extend these lines to all parts of the trading world. It would be a case of criminal neglect on the part of the citizens of this country were our Government through lack of proper support forced to curtail or discontinue entirely the Merchant Marine service which is now being offered us, and therefore I say to you that the day is not far off when willy-nilly we will be forced to cultivate these markets if we as individuals do not wish to absorb as a loss the enormous investment that is represented by the marine service which is now established.

Personal Contact Advisable.

This development of our export and import trade can't be done by chair work. It will require active, personal, first-hand contact with the actual markets in every one of these countries.

I know to-day that many manufacturers are trying to establish trade connections through the medium of Canadian Trade Commissioners in the various centres, but to my mind this is a waste of time and effort. These gentlemen are placed in overseas berths solely for the purpose of disseminating information that might be required from time to time. They are not salesmen—are not intended to be salesmen—and with a big, active staff of salesmen in every one of these countries representing American industries, it is a foregone conclusion that we are not going to establish any trade connections unless we place our own representatives on an equal footing with them.

A campaign of this kind needs a wide-awake, clear-sighted vision on the part of manufacturers and willingness to loosen up their purse strings and make an investment that is just as sure of dividends as if the money were put into Government bonds. And it means, further, concerted action on the part of every Chamber of Commerce in the Dominion of Canada.

It isn't often that one is fortunate enough to have the opportunity that I have had in the last year and a half, and I would be failing in my duty as a citizen if I did not bring to you the message that is to me so outstanding.

NOTE.—The statistical figures used herein have been compiled from the latest Government Trade Reports and should, therefore, be reasonably accurate.

The following were appointed representatives of the Ontario Division to the Western Fair Association for the ensuing year: A. W. White, The George White & Sons Co., Ltd., London; W. N. Manning, Sherlock-Manning Piano & Organ Co., Ltd., London.

Parliamentary Proceedings of the Month at Ottawa Reviewed

By INDUSTRIAL CANADA'S SPECIAL CORRESPONDENT

Ottawa:—The fifth session of the thirteenth Parliament of Canada opened on Monday, February 14th, with all the gorgeousness and pageantry of the pre-war period. The Speech from the Throne, which may be described as the Parliamentary Menu, after making the usual references to prevailing conditions, industrial and commercial, referred to the remission of the luxury taxes and the arrangement whereby a substantial share of the expenditure in connection with general unemployment is being borne by the Dominion Government. Announcement was made of the investigation which is being conducted by the Department of Labor into systems of unemployment insurance and old age pensions. No statement regarding legislation on either of these subjects was made, and it is altogether likely that before the Government pronounces its policy on either subject, organizations representing the employers and organizations representing the employees will be given an opportunity of presenting their views as to what action should be taken in connection with these matters. The agreement concluded last year between Canada and the Government of the British West Indies for the purpose of improving trade relations and means of communication and intercourse between the two countries will be submitted to Parliament for approval. Announcement was made of the intended introduction of bills relating to copyrights, and to the establishment of a Bureau for Scientific Research.

Revision of Tariff

The most important item coming before Parliament during the present session is the revision of the tariff and the general basis upon which this important subject will be dealt with is outlined in the Speech from the Throne in the following words:

"In such revision regard must be had to the necessities of revenue and as well that the principle of protection to Canadian labor and legitimate Canadian industries, including agriculture, which has prevailed for more than forty years in this country, must be consistently maintained; but that the customs duties imposed to that end should be no higher than is essential to ensure good standards of living among our working population and to retain and make possible the normal expansion of the industries in which they find employment."

Judging by the Speech from the Throne there is not likely to be a heavy legislative programme. The Government has already introduced a new Patent Act and there will likely be a bill in connection with oleomargarine, the manufacture or importation of which after September 1, 1921, will be illegal unless legislation providing relief is enacted before that date.

It is our intention to furnish readers of "Industrial Canada" each month with a careful review of proceedings at Ottawa. This material will be prepared by a special correspondent who is in close touch with affairs at the capital, and who will interpret developments from the standpoint of the industrial interests of the country. The first of the series commences with the accompanying contribution.

—The Editor.

Gave Interesting Figures

Mr. McIsaac, of Prince Edward Island, who moved the address in reply to the Speech from the Throne, spoke in an optimistic vein. He called attention to the fact that—

"The assets of Canadian banks amount to more than two-and-a-half billion dollars, and our national wealth per capita based on bank figures, is $2,500, as compared with $2,400 in the United States. Canadians have a per capita investment in Victory bonds of $86, while the investment in Liberty bonds in the United States is only $65.80 per capita. Canada leads the world in her per capita production of food material, and we still have 441 million acres of untilled arable land. Canada's foreign trade amounts to about $300 per head of population, whereas the per capita proportion of the foreign trade of the United States is only $87."

Based on National Policy

And in speaking of the coming tariff revision he said:

"The revised tariff will be based on the principles of the national policy, having for its essential qualities the requirements of revenue and the principle of protection to Canadian labor and Canadian industries, including agriculture. This is the manner of customs tariff inaugurated by Sir John A. Macdonald, and which has prevailed in Canada for over forty years. Under this tariff, Canada's industries have developed and Canadian work people have found abundant and lucrative employment. This tariff assures commercial stability and affords a guarantee of security to investors in new enterprises. Our cities and urban centres have grown great and populous under the aegis of this tariff, and outside capital has sought investment within our national bounds. In consequence of this tariff, no fewer than six hundred branch factories have been established in Canada by American manufacturers, representing a capital investment of approximately $400,000,000 and affording employment to about 87,000 people. Surely a tariff that produces such results as these is the best and the only tariff for Canada, and should be perpetuated."

The seconder, Mr. J. A. MacKelvie, a newspaper man from Vernon, B.C., who defeated the Independent candidate by 381 votes last November, made his maiden effort in which he showed himself to be a valuable addition to the debating strength of Parliament. It is usual for private members to pay special attention to the needs of their own particular constituency, and it is therefore not surprising that Mr. MacKelvie devoted a portion of his remarks to the fruit-growing industry in Yale, and the importance of protection to that industry. He said in part:

5,000 Cars of Fruit

"I can recall the days, sir, probably about twenty years ago, when the first full car of fruit was shipped out of the Okanagan, and it was an occasion for celebration. This year I hope that we will be able to send forth an output of fruit exceeding 5,000 cars. The course towards this phenomenal growth and measure of success has been by no means an easy one. The road we have traversed was full of obstacles and difficulties, which at one time seemed almost insurmountable; and I am firmly convinced that had it not been for the well-advised action of the Borden administration in raising the duty on apples from 13 to 30 cents a box, the industry in the Okanagan to-day would have been extinguished. I have no desire to enter largely at this time upon a subject which I know is fraught with so many contentious issues, but I know full well that my constituents would consider me a traitor to their interests did I not upon all occasions endeavor to combat with whatever energy in me lies any attempt to reduce or eliminate the duty on fruit, without which protection our industry could not live.

"There were times during the lean years in the fruit-growing industry when

my office used to be invaded time and again by men who came to me for advice and who were in absolute despair. They thought that I was responsible for their coming to that country and investing their all in fruit lands, and perhaps in some instances they were right. Up to 1914 the industry was in such a languishing condition that nothing but ruin seemed to stare these men in the face. South of British Columbia lie the two great fruit-producing States of Washington and Oregon, and extending east of these States are large and populous American cities affording the orchardists the best possible market for their No. 1 or fancy fruit; and it was their system to sell their fancy grades in that market and to send in their other grades on consignment to our prairie markets—which are naturally the markets for the Okanagan fruit—at prices which meant ruinous competition for our growers, and which glutted the prairie markets until on some occasions not a box of British Columbia fruit could be sold. It was under these circumstances that the fruit-growers of that district approached the Government as I have indicated and were successful in getting the tariff raised. In 1910 the production of fruit in British Columbia amounted to $250,000. By 1919 this had grown to such an extent that out of the Okanagan Valley alone was shipped fruit and its by-products, including canned and evaporated goods, amounting to over $7,000,000—an almost phenomenal growth in something short of ten years, due, as I have said before, to the protection given our industry by the tariff."

The Hon. William Lyon Mackenzie King, leader of the Opposition, devoted most of his time to an effort to show that the Government has no mandate to continue in office, and ended his address with the following motion:

"We respectfully submit to Your Excellency that Your Excellency's present advisers do not possess the confidence of this House or of the country, and that their retention of office constitutes a usurpation of the powers of popular government."

The Hon. Mr. Meighen in his first address before the House of Commons since his elevation to the position of Prime Minister, criticized the arguments of the leader of the Opposition. He based the right of his Government to continue in office upon the majority which it enjoys in Parliament, and speaking of the inadvisability of an election at present said:

"The West is undoubtedly entitled under the census to from ten to twenty-five—no one knows how many—seats in this Parliament. If this House is dissolved before redistribution that representation is denied. If this House is dissolved nothing can be gained except a confused and utterly uninterpretable verdict on the tariff issue that can get no Government anywhere and can be a mandate to no Government at all. Indeed, there can be no result whatever except the return of at least one consistent body to this House, large or small, and the deception of both wings of the other body. That is the only verdict that could be given under the conditions that obtain to-day. Consequently, I submit to you, Mr. Speaker, that under the circumstances that prevail now; under the conditions of public policy and the discussion of public principle that to-day obtain by reason of the statements and speeches of public men, the clear duty of this Government, for the present at all events, is to carry on and to carry out its policy so long as a majority of the members of this House support the Government and repose confidence in the administration."



Rt. Hon. Arthur Meighen

Who delivered his first speech in the House of Commons as Premier of Canada on February 15

The debate, which covered the usual broad field, touched on everything from parochial affairs to international relationships.

From the standpoint of public interest, on account of his break with the party led by Mr. King, the utterances of Mr. Gauthier are worthy of special attention. The gist of his speech was that during the period he had been a follower of Sir Wilfrid Laurier his party had adhered to protection; that for the past two years he had within his own party pointed out the danger of departing from the policy of protection; that within his party he had raised his voice against any alliance with the Farmers' party pledged as it is to Free Trade, and finding that his efforts were without avail, and believing that a continuation of such an alliance with a Free Trade party would be inimical to the interests of the country, he had no honest alternative but to separate himself from his former political friends.

Already notices have been given of a number of proposed resolutions. Mr. Hocken wishes to discuss a scheme under which the Government of Canada will appropriate ten million dollars annually for a period of five years to buy land and build houses for such men of good character as can make a small initial payment and undertake to liquidate the balance by monthly instalments, such opportunity to be confined for the first year to men who served overseas. Mr. Lemieux wishes to discuss the advisability of letting Ministers of the Crown sit in either chamber whenever measures and policies are introduced affecting their respective departments. Mr. McCoig desires to discuss the expediency of the standardization of certain parts of agricultural implements. Mr. Brien has a proposed resolution that more adequate protection should be given to the growers of tobacco in Canada, and Mr. Steele wishes appointed a special committee of the House of Commons to inquire into the future fuel supply of the Dominion. Before prorogation much eloquence will be poured forth and many pages of *Hansard* will be covered with remarks on these subjects, and other matters of which notice has not yet been given.

Gossip is rife regarding pending cabinet changes; these may not materialize until the close of the present session. The Government has decided to stick to their guns, and if they continue to control the majority of the votes in the House of Commons no election is likely before the autumn of 1922.

Orders totalling $14,000,000 are reported to be on hand with the National Steel Car Co., Limited, Hamilton, and the outlook for the company is much brighter. The costs of raw material and labor now show considerable decreases enabling more economical operation of the plant. It will be remembered that in 1915 the company contracted with the Paris, Lyons & Mediterranean Railway Co. for a large order of cars, but war conditions rendered the contract unprofitable. This difficulty is now being overcome.

Value of Industrial Councils is Stressed at Conference in Ottawa

REPORT OF PROCEEDINGS

A conference arranged by the Department of Labor and attended by representatives of the welfare department of several large industrial corporations, was held at Ottawa on February 21 and 22. The accompanying report gives a resume of what transpired at this conference.
—The Editor.

ON the invitation of the Department of Labor, Ottawa, a conference on industrial relations was held in the Senate Railway Committee room on Monday and Tuesday, February 21st and 22nd. It was attended by the following:

Hon. Senator Gideon D. Robertson, Minister of Labor (Chairman); F. A. Acland, Deputy Minister of Labor; Gerald Brown, Assistant Deputy Minister of Labor; Harry Hereford, Industrial Engineer, Department of Labor; E. McG. Quirk, Department of Labor; F. E. Harrison, Department of Labor, Calgary; A. H. Young, Manager of Industrial Relations, International Harvester Company, Chicago; Cyrus Ching, U.S. Rubber Company, New York; J. H. Coffey, Jr., and F. L. Riggs, Gutta-Percha & Rubber Company, Toronto; P. F. Sinclair and G. L. Thompson, Imperial Oil Company, Toronto; F. J. Gernandt and F. T. Day, International Harvester Co., Hamilton; H. H. Stedman, Swift Canadian Co., Toronto; R. M. Olzendam, Spanish River Pulp & Paper Company, Spanish River; George Valentine, Massey-Harris Company, Toronto; Wills MacLachlan, Consulting Industrial Engineer, Toronto; W. M. Gray, Gray-Dort Motors, Limited, Chatham, Ont.; John H. Frye, Canadian Consolidated Rubber Co., Montreal; J. D. Jones, General Manager, and Frank J. McGue, Algoma Steel Corporation, Sault Ste. Marie; W. H. Winter, Bell Telephone Company of Canada; T. A. Stevenson and Blake Robertson, Canadian Manufacturers Association.

Origin of Conference

Hon. Mr. Robertson, in welcoming the delegates to the conference, referred to the importance of promoting more harmonious relations between employers and their workmen, stating that early in 1918 the question first began to receive special consideration at the hands of the Canadian Government. He told of the appointment of the Royal Commission on Industrial Relations, of which Chief Justice Mathers was chairman, and of the holding of the Industrial Congress in Ottawa in September, 1919. He enumerated reasons why no conference was held in 1920, and explained that the present gathering was an effort to make some progress along the lines of promoting good will between workmen and their employers, as inaugurated in 1919. The Department were not entirely unselfish in calling the conference, as they wanted to obtain as much information as possible about industrial councils.

Senator Robertson, before concluding his remarks, made some observations about the spread of anarchistic doctrines and pointed out that in Canada missionaries of the movement to start a revolution were carrying on their propaganda and were attempting in every way possible to discredit existing institutions. He hoped that as a result of the conference, there would come a great growth of confidence between the interests of capital, so called, and those of labor.

Gerald Brown, Assistant Deputy Minister of Labor, who was named as alternate chairman of the conference, gave a brief summary of the activities of the Department in furthering the formation of industrial councils.

Wills MacLachlan, consulting industrial engineer, Toronto, spoke of the industrial council which had been formed in connection with the building trades in Toronto, and A. H. Young, manager of industrial relations, International Harvester Co., Chicago, gave a full account of the councils formed by his company, and spoke eulogistically of the success which had attended their formation. Other speakers at the first session included W. M. Gray, Gray-Dort Motors, Limited, Chatham; George Valentine, Massey-Harris Co., Limited, Toronto, and John H. Frye, Canadian Consolidated Rubber Co., Montreal.

At the afternoon session, Cyrus Ching, U. S. Rubber Co., New York, dwelt on the importance of an arbitration clause being included in every industrial council scheme, and that no discrimination should be made against any employee because he did or did not belong to a union, or against any employees' representative on a council because of any opinions he might have expressed. He pointed out that the success or failure of a scheme depended to a very great extent on the foremen, and, if their work was not performed with judgment, trouble would ensue.

Men are Very Fair.

Mr. Ching announced his belief that 99 per cent. of men are fair, if they know the facts, and, in support of this, he pointed out that, since the establishment of industrial councils by his company, the men at one factory demanded a 25 per cent. increase in wages, basing their demand on supposed increased cost of living. When, at a meeting of the industrial council, it was pointed out to them that the cost of living had increased only 95 per cent., whereas wages had been increased 118 per cent., they at once withdrew their demand.

The company have 18 councils, on which the men have 314 representatives. The average age of the latter is 37 years and average length of service 12½ years. In the first six months 2,309 cases came up for adjustment, and all were settled satisfactorily. In one plant, 90 per cent. of 4,600 employees are non-English-speaking, but even here the council works successfully. In Quebec Province they had on their councils not only officers of the International Union but of the Catholic Union, and there did not seem to be any strife or ill-feeling. Mr. Ching also expressed the opinion that councils would function just as well when wages were on the down scale as when they were on the up scale.

P. F. Sinclair, Imperial Oil Co., Toronto, said they had 14 councils. The one at Quebec, among the French-Canadians, had been enthusiastically received. He had been impressed by the fairness of both workingmen and company officials around a table. He read unitary statements of employe gistic of the councils, and stated t all cases had been satisfactorily settled. On February 1st, one council at a meeting had decided unanimously that the bonus the men had been receiving should be reduced 50 per cent.

Opposition from Foremen.

H. H. Stedman, Swift Canadian Co., Toronto, stated that their company had commenced the establishment of industrial councils eighteen months ago. They had at first met with some opposition from the foremen, who had been brought up under old-time conditions, but they had carried on an educational campaign, which had reconciled them to it.

J. H. Coffey, Jr., Gutta Percha and Rubber Co., Toronto, outlined the history of their works council, stating that it originated in a conference between the company and the men over the question of profit-sharing. A joint committee had discussed the matter and reported unanimously that the scheme was not feasible. This joint committee, in one form or another, continued to hold conferences and meetings, and after about a year it was decided that some organized form of council should be established. The present constitution was adopted in April, 1920. Mr. Coffey expressed enthusiasm over the work accomplished, but said that the real test would come with the problem of wage reduction.

W. H. Winter, Bell Telephone Co., stated that the supervisors had opposed the introduction of the scheme, but they

now had 45 plant councils, the company bearing all expenses, meetings being held monthly and the scheme working generally satisfactorily.

F. J. Gernandt, International Harvester Co., Hamilton, voiced the same opinion as that expressed by previous speakers, that council schemes could only be successful if foremen were educated up to the necessity of such councils. He gave as an illustration of councils functioning in periods of depression the action of their council the previous week in deciding in favor of the lowering of the minimum wage of common labor from 45 to 40 cents an hour.

F. T. Day, of the same company, said that he had personally attended twenty-four monthly meetings; that their Hamilton council represented 2,000 men, and that on the council there are 8 employees' representatives, elected by secret ballot. In January, 1920, a much larger vote was polled than in March, 1919. The eight representatives consist of six union and two non-union men. He then explained the procedure and said that hundreds of suggestions made by the council had been accepted by the company. In his opinion employees were unanimous in their belief that the scheme was capable of great good.

Mr. Riley, secretary of the Building and Construction Association, pointed out that contractors were placed in a different position than the manufacturers by reason of the seasonable nature of their work and because their employees were already highly organized. At the same time beneficial results had followed the establishment of councils in Toronto, Ottawa, Hamilton and London.

J. D. Jones, Algoma Steel Corporation, said they had no industrial council, but some years ago they had an allied relief committee. In 1919 they appointed a welfare board. They have also a departmental committee to deal with grievances and a plant committee to deal with hours of work and working conditions. The latter held two meetings during the past year, the first in connection with an increase in wages and the second in January with a cut in wages. At this last meeting elaborate figures and data were presented by the company and the whole question was threshed out during two weeks. The committee then recommended a 17 3-5 per cent. reduction in wages, which was regarded as satisfactory by 93 per cent. of the employees. The company expected soon to be able to establish regular industrial councils.

On February 22, R. M. Olzendam, Spanish River Pulp and Paper Mills Co., dealt very fully with the welfare work of that company. He stated that their employees were all well organized and their unions were recognized. The company had agreements with them covering wages and grievances, so that any industrial council that might be formed would have to confine its attention to constructive work, such as the improvement and increase of production. He told about the *Spanish River News*, and how popular it had become among the men; of the practice of conferring service buttons; of their vacation arrangements; of group insurance; of the Christmas gift to all employees of a full day's pay and $2 for each year they have been in the service of the company.

During the afternoon of Feb. 22nd there was considerable discussion, and the motion, appearing on this page, was carried unanimously. Senator Robertson made some short remarks at the conclusion of the proceedings, and thanked the manufacturers individually, the C.M.A. and similar organizations for the courteous and generous treatment he had received since he had become Minister of Labor.

RESOLUTION OF ENDORSATION

RESOLVED: That the members of the group assembled in conference at the call of Hon. Gideon D. Robertson, Minister of Labor, do hereby express our sincere appreciation of the opportunity presented to get together for a frank discussion of human relationship in industry. The members of the conference believe that the broad-minded attitude of the Minister and members of the Department cannot fail to bring about a higher degree of confidence in the Department on the part of those who are engaged in industry, whether they be employer or employee, and will eventually bring about a better understanding of the problems of industry on the part of all. It is the consensus of opinion expressed by the members of the conference that the work thus far conducted in the field of industrial councils justifies a continuation of the confidence of both employee and employer. We would welcome further conferences along similar lines, to be called at the discretion of the Minister of Labor, and the publication by the Labor Department of bulletins of information on industrial topics.

NEW INDUSTRIAL PLANTS



An Enlarged Factory in Kitchener

The immense building of the Dominion Tire Company, 960 feet in length; additions 125 feet long have recently been made at either end. This fine plant was inspected by the visiting manufacturers on February 22

The Present Economic and Industrial Condition of Germany

By ALEX. MARSHALL
Manager, Commercial Intelligence Department

At the last meeting of the Executive Council the Commercial Intelligence Department was asked for a report on German Economic and Industrial Conditions. This report was prepared and presented at the February meeting of the Council and is now reproduced in "Industrial Canada" for the information of our readers. It summarizes conditions at the first of the present year.

—The Editor.

AFTER passing through the upheavals, distresses, reverses and the short period of unhealthy whirlwind activity of 1919 and of the beginning of 1920, German trade and industry were plunged into sudden stagnation in March, 1920, which, though its critical stage is probably past, is still continuing in a modified form. During 1919 traders and manufacturers not only survived violent fluctuations and disturbances, but they did good business in spite of them. The capital of enterprise was increased, and high dividends were paid. This was because not only the foreigner but also the German bought wildly and recklessly. Another factor which helped towards the satisfactory balance sheets of 1919 was the large sums paid by the State on the conclusion of the armistice to all branches of industry for the termination of war contracts. When the story of 1920 comes to be told a different picture may be presented. Possibly it may be regarded as significant that while, almost without exception, company reports at the end of 1919 concluded with the words "there are plenty of orders on hand," chairmen at shareholders' meetings in 1920, as a rule, did not refer to current business or future prospects. As far as foreign trade is concerned, the depreciation of the mark has been insufficient during most of the year to make Germany an attractive market for the foreign buyer, and its present decline has been too spasmodic for him to venture to commit himself to any extent. This does not mean, however, that Germany has not made considerable progress in the extension of her export trade.

Formation of Trusts.

Concentration of industry is the keynote of German industrial reorganization, and two tendencies are distinguished in the order of combining. They are described as the "horizontal" and "vertical" types of syndicates, the latter being a combination of the various stages of manufacture, from the first work upon the raw material until the final finished product, and the former a combination of several factories, all carrying out the same kind of manufacture. A typical instance is the merger of the Stinnes coal and iron trust with the Siemens-Halske Electrical Company, whereby 200,000 workers are controlled by one concern producing electrical power, and manufacturing the most complicated machinery. While the iron, coal and steel mergers are the most striking on account of their size and power, similar ones are in existence or in the process of formation throughout the country; the chemical combine has been strengthened, shipping is really controlled by two companies, the electric lamp industry, the motor car industry and the oil and fat industry have formed trusts of their own. In the field of banking, a similar tendency is noted in the fusion of six moderate-sized banks with an increase of capital of 125,000,000 marks.

There are many reasons for this tendency in German industry; the difficulties with which all firms found themselves faced at the time of the armistice drove those engaged in the same kind of manufacture together for mutual support and in order to minimize their risks; further, coalition was the one means of overcoming the lack of additional capital, it led to economy in running, it strengthened employers when meeting the demands of labor, it facilitated export by ensuring a uniform policy in foreign markets and it increased the power of obtaining credit abroad when purchasing raw materials.

During the spring and summer of 1920 the labor situation threatened to become critical, and though it has improved with the setting in of the purchases to cover the winter demand and with the decline of the mark, it is still unsatisfactory. The general condition is reflected in the unemployment figures which show a steady improvement between September 1st and October 15th. The decline in the number of unemployed receiving doles during this period amounted to 21,169. In the matter of wages it has just been estimated by a British authority that they have increased in Germany 8 to 10 times over pre-war rates. Following is an official notice as to the wages of municipal workmen in Berlin which was published in the press in the beginning of November: Unskilled laborers, 4.69 M. per hr; skilled laborers, 4.88 M. per hr. It is evident, however, that a definite judgment on wage conditions in Germany cannot be formed at a time when the German mark is fluctuating in value and prices are constantly changing.

In endeavoring to estimate the cost of living and the rise in prices in Germany, it may be best to give the figures published by the International Statistical Bureau at the Hague comparing Germany with other countries. For a comparison of the increase in the general cost of living, the U.S. may be taken as a standard; putting the rise in that country at three times since the outbreak of war the following figures are arrived at:

U.S.A.	England.	France.	Italy.	Germany.
3	3¾	6¾	8½	10-12

Export Trade.

It cannot be emphasized often enough that successful export is one of the most effective means for raising Germany up again and that, therefore, she will and must concentrate a large part of her energies on achieving this end. In export trade, Germany has many things to her advantage. German currency is depreciated to approximately one-eighteenth of its pre-war value, while wages have only increased 8 to 10 times. The cost of production in Germany has not risen by the same extent as the wark has depreciated. The former German Finance Minister, Gothern, shows in the *Berlin Tageblatt* that the main causes of low German production cost are the artificially limited domestic and factory rents, state subsidized food and very low railway fares and freight rates. Herr Dalberg, an official of the Import and Export Licensing Bureau, estimates the German production cost at about one-third of the English.

However, it must be borne in mind that the fall in the value of the mark places Germany under a handicap in importing raw materials from countries with appreciated currency. An examination of Germany's import list in 1913 shows that 63 per cent. are raw materials and food, and the chief items of the former class, namely, cotton, wool, copper, hides, iron ore, rubber and tin were purchased from the British Empire, United States, France and South America. If, however, Germany is able to sell her products to nations whose currencies are at a premium compared with the mark, and can obtain her imports of raw materials from countries like those of Eastern

Europe, including Russia, whose currencies have a low value, she is in an advantageous position. From this it may be seen that the low value of the mark gives the greatest value only to German producers of goods manufactured from raw materials of German origin, or originating in countries with greatly depreciated currency. It is with such commodities that Germany is now offering the strongest competition in foreign markets.

Articles Being Exported

During the last few months of 1920 warehouses in England were filled with German toys of all kinds, priced at about the same price as British toys of the same character. Similarly, a considerable quantity of toys were imported into Canada in November, 1919. Other articles which are being exported from Germany are: Clocks, magnetos, vacuum flasks, aluminum and enamelware, lead pencils, glassware, sewing machines, thermometers, scientific instruments, machinery, tools, silk hosiery, chemicals and dyes, cutlery, optical instruments, musical instruments, woollen yarns, paper and silk goods. Some of these goods are evidently from German pre-war stocks that could not be disposed of during hostilities.

Canadian Trade With Germany

Before the war, 14.2 per cent. of Germany's exports went to the United Kingdom, 7.1 per cent. to the United States, and 0.6 per cent. to Canada. A statement of the present relation of these countries cannot be obtained owing to the refusal of the German Government to publish official foreign trade figures. For the 12 months ending December, 1920, Canada imported from Germany merchandise valued at $840,203, and sold her goods valued at $7,033,550, an almost complete reversal of the pre-war position. During the nine months ended September, 1920, England sold Germany £16,800,000 worth of goods and bought £20,600,000 worth from Germany, with the third quarter showing the greater increase. In these days of unstable exchange conditions and more or less inflated currency values, possibly a better test of the extent of the trade is shown by the tonnage. From this it will be seen that the goods imported from Germany in the quarter ended 30th September, 1920, to the United Kingdom represent only about 25 per cent. of the quarterly average in 1913, while the export of British goods consigned to Germany for the same quarter represents about 40 per cent. of the quarterly average in 1913. Similarly, for the eleven months ending November, 1920, the United States imported from Germany goods to the value of 84 million dollars, and sold them goods valued at 253 million dollars.

On looking back over the past two years, and more particularly the year 1920, it is impossible not to be struck by the evidences of improvement in all departments of public and private life in Germany with one exception: State Finance.

Since no country can be economically healthy unless the public finances are sound, it is necessary to pay attention to the ever accumulating debt and the incessant flow of paper money. The revenue is far from meeting the expenditure. The net sum of Germany's requirements for 1920-21 was 114,200 million marks against on estimated revenue from taxation of 42,940 million marks. The floating and funded debt in October last was 288,000 million marks and was expected to reach 318,000 million marks by the end of the year. The budget deficit after meeting current obligations under the peace treaty, providing for postal and railway services, and meeting the expenditure of the Reich and the States exceeds 70,000 million marks for the last year. The powers of the Minister of Finance are to be increased so that he may enforce entrenchment in expenditure. The possibility of enforcing a year of compulsory work for all able-bodied persons, male and female, is being mentioned more and more by the ministers and is receiving attention. So long as there is an enormous deficiency between revenue and expenditure nothing can stop the flow of paper money, which is Germany's chief internal weakness at present. If it ever existed, the time when an international loan or other forms of credit would have been of assistance is long past. The healing process must come from within. The following figures showing the percentage of note circulation compared with gold reserve are significant:

Bank of England.

	Gold.	Notes in circulation.
Dec., 1913.	$170 million.	$144 million.
May, 1920.	547 million.	542 million.

Imperial Bank of Germany.

	Gold and Silver.	Notes in circulation.
Dec., 1913.	$351 million.	$630 million.
May, 1920.	266 million.	11,953 million.

The above report is compiled from information received from authoritative sources. These include: Board of Trade, London, England; Canadian Government Trade Commissioner, London, England; The Guaranty Trust Co., New York, and U.S. Bureau of Commerce Reports.

The Gold Coast Contract

Some details of the important development work in Africa to be undertaken by Canadians

CANADIANS and Canadian materials will play a prominent part in the big plan of development undertaken by the British Government on the Gold Coast of Africa, the contract for the first unit of which has been awarded to Major-General J. W. Stewart, C.E., C.M.G., of Vancouver, and will be part of the enormous harbor works to be constructed at Takoradi. Plans for this unit place the estimated cost at $17,000,000 and are now in the hands of General Stewart.

Preliminary surveys of the harbor sites and a probable line of railway have been made by a party of Canadian engineers and construction men, this work having occupied the past two years. It was after the surveys had shown the feasibility of the work planned that the Imperial Government decided to proceed with the undertaking.

One of the greatest tasks will be the construction of a big breakwater around the harbor of Takoradi, the rock fill-in for which will be secured from the interior lying east of the present village of Takoradi. Under the projected plans this village will be transformed into a model town within the next few years, with well paved streets, boulevards, electric lights, sewerage and water system.

In addition to this breakwater the plans provide for the construction of a large main pier, secondary breakwater, and several small piers, suitable warehouse sites close by, and terminal facilities adjacent to the main pier. Future work to be carried out makes provision for tramway lines through the main portions of the town. The entire scheme, General Stewart points out, has been planned with the expectation that Takoradi will eventually develop into a great commercial port.

Negotiations are now under way with firms in Eastern Canada for the placing of contracts for construction of engineering plants, machinery, locomotives and other equipment, stated General Stewart, and he also pointed out that contracts for steel railway sleepers would also be let, as the white ants speedily destroy any wooden material. Contracts for a large quantity of big timbers, mostly fir, will be let in British Columbia. This province is also in a position to furnish much of the foodstuff required in the way of canned goods, and it is probable that the two big British Columbia cement plants will be called on for much of the cement which will be required.

The labor for the building of the new works will be native, but the direction and administration of the huge undertaking will be entirely in the hands of Canadian engineers. From among the experienced men who served under him in France General Stewart is selecting the personnel to carry on the work.

The Gold Coast has enormous potential wealth in forests of mahogany, rice fields, rubber, sugar and cocoanut plantations, as well as gold and silver mines. Kumassi, the chief city of the Gold Coast, lies about 150 miles from the

(*Continued on page* 74.)

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Montreal Executive in Busy Session

A MEETING of the Montreal Executive was held on Wednesday, February 18. A definite step was taken in the Made-in-Canada campaign when a local committee composed of Messrs. W. R. Granger, W. B. Ramsay, P. E. Joubert, R. E. Jamieson and W. A. Desbarats was appointed to handle the details of the effort in the city of Montreal. Several suggestions, as to the general conduct of the campaign, were made and will be placed before the Dominion Executive Council at its next meeting.

The question of the provisions contained in the new bill recently introduced in the local Legislature providing for the registration of incorporated companies and partnerships was discussed and objections were raised to those features of the bill which were calculated to cause an overlapping in the registration provided for. This matter will be taken up with the Premier within the next few days.

An emergency committee was appointed composed of the chairman, F. W. Stewart, the vice-chairman, B. W. Coghlin, and the ex-chairman, Col. W. J. Sadler, to whom was delegated power sufficient to deal with matters demanding immediate attention and which cannot be held over until the next meeting of the executive committee.

R. W. GOULD.

Activities of Quebec Division

ANNOUNCEMENT that the annual convention of the C.M.A. this year will be held in the Province of Quebec has aroused a great degree of enthusiasm among members in the Quebec Division. They take this as a splendid opportunity of demonstrating the attractions of their province to manufacturers from other provinces and they have already decided to make a great effort on this occasion to provide for the convention in such a way that it will be a memorable event in the lives of the delegates in attendance.

A meeting of the Sherbrooke branch was held on February 1. A luncheon of the members was held in the Magog House preceding the business session and the manufacturers of the Eastern Townships turned out right heartily. Mr. Chet. Cleveland was in the chair and many matters of importance were discussed.

Bill No. 47, an Act Respecting Alcoholic Liquors, which provides for the handling of the sale of all intoxicating liquors by the Government of the province, has been a matter of considerable interest to members of the division. The original draft of the bill provided that all alcohol for industrial purposes be purchased through a commission established by the Act. This was objected to by manufacturers in this province manufacturing extracts, drugs, perfumes and other commodities requiring a certain quantity of alcohol as an ingredient. The Prime Minister was interviewed and agreed to allow those requiring alcohol for industrial purposes to purchase it by permit direct from the distillers, such permits to be issued by the commission. This amendment is being made to the bill at the present time.

R. W. GOULD.

Our Branch Chairmen for 1920-21



R. J. Hutchings

Chairman, Calgary Branch

LEEDS County, Ontario, was the birthplace of Mr. Hutchings, but at the age of eighteen he went to Western Canada, where he has since followed his business career. After four years in Winnipeg as an apprentice in the harness trade he went to Calgary in 1888 and soon after engaged in business, first as senior member of the firm of Hutchings & Riley, and later as vice-president and a director of the Great West Saddlery Company, Limited. This firm was formed in 1900 from the amalgamation of Hutchings & Riley, with other similar interests. Mr. Hutchings also acts as general manager for the company in Alberta, and is in charge of their British Columbia business.

Besides being a director of several other companies, Mr. Hutchings has been at various times a member of the Calgary City Council, chairman of the Calgary School Board, president of the Calgary Board of Trade, and president of the Associated Boards of Trade of Western Canada.

Kitchener and Waterloo Branch Annual

THE annual meeting of the Kitchener and Waterloo Manufacturers' Association was held at Kitchener on January 25th. W. T. Sass, chairman, presided and among others present were: W. E. Woelfle, vice-president; F. C. Hodgins, and G. H. C. Lang. The Canadian Manufacturers Association was represented by President J. S. McKinnon, J. E. Walsh, General Manager, and H. Macdonald, Legal Secretary.

The chairman extended a welcome to the delegation from the Canadian Manufacturers Association, after which President J. S. McKinnon delivered an interesting address on the industrial development of the province, pointing to the unrivalled opportunities Canada presented for the development of home industries and the cultivation of export trade on a comprehensive basis.

Mr. Walsh summarized the organization of the Canadian Manufacturers Association, explaining the important functions performed by the various departments.

Mr. Macdonald outlined the services of the Legal Department, giving an analysis of the legislation, federal and provincial, dealt with during the last session, and explaining the operation of the new Income Tax Act. The large war debt of Canada called for heavy taxation, but the

resources of the country were ample to meet the requirements and, by taking advantage of the assistance offered by the Legal Department, the performance of the technical duties imposed on the manufacturers by taxing legislation could be reduced to a minimum.

Interesting reports were submitted by the energetic secretary of the local Association, J. P. Scully, showing that the branch is performing highly important duties on behalf of the industries of Kitchener and the neighborhood.

Farewell Banquet Given W. R. Ingram

ON January 27th the members of the Winnipeg branch gathered at the Fort Garry Hotel and tendered W. R. Ingram a farewell banquet. Mr. Ingram has been appointed General Traffic Manager for Swift enterprises in Canada with headquarters at Toronto.

The toastmaster was L. R. Barrett and Mayor Parnell, W. J. Bulman, past president of the C.M.A., M. F. Christie, past chairman of the Winnipeg branch, and J. B. Hugg, K.C., solicitor for the Prairie division, spoke in appreciative terms of the great service rendered the branch and Winnipeg employers generally by Mr. Ingram who was responsible for the reorganization of the C.M.A. work in Western Canada and the formation of the present Prairie division. They commended him for the services rendered the various committees and the assiduous manner in which he applied himself to the study of the subjects allotted to these committees and the constructive ideas suggested by him. All stated that Winnipeg had been a better city in which to live as a result of Mr. Ingram's activities and the business men of Winnipeg would miss him greatly.

J. B. Coyne, K.C., speaking on behalf of Winnipeg business men outside the C.M.A., paid a tribute to Mr. Ingram for the many services that he had rendered the community.

Mr. Ingram was presented with a travelling bag and was urged to pack it often and visit his many friends in Winnipeg and, when this was not possible, to make good use of the fountain pen, that went with it, to write them.

Branch Formed at Three Rivers, Que.

THE Quebec Division has added another member to its family of branches. On February 10 a new branch was formed at Three Rivers, with Vivian Burrill as chairman, and Anselme Dube as vice-chairman. Three Rivers is one of the most rapidly growing towns in the Province of Quebec and during the past year has added many industries to its already thriving quota. With its growth came the desire that a branch of the C.M.A. be organized in that city and to that end the effort was made.

A luncheon meeting was held in the Chateau de Blois after which the organization work was undertaken. By a unanimous vote Mr. Vivian Burrill, the head of a large and long established lumber concern in Three Rivers, was appointed chairman. Mr. Anselme Dube, another prominent lumberman, was appointed vice-chairman.

An important agenda was then discussed, including the Equalization of Freight Rates, Business Profits Tax, Workmen's Compensation Act, Provincial Housing Scheme and the Made-in-Canada Campaign. On the general provincial committee for the study of the Workmen's Compensation Act, Mr. Robert Ryan, president of National Gloves, Limited, was appointed the representative of the Three Rivers branch.

A meeting of the Three Rivers branch will be held every other month during the year and it is hoped that a strong organization will grow out of the premier organization effort in that city.

The members of the executive committee for the Three Rivers branch will not be named until the next meeting, which will be held some time during the month of March.

The new branch embraces not only Three Rivers, but Victoriaville, Grand Mere, Shawinigan Falls and other important centres in this district, having at the present time a total membership of about fifty, which it is hoped will be doubled during the next twelve months.

R. W. GOULD.

Goes to Toronto



W. R. Ingram

Swift Canadian Company, Limited

MR. INGRAM, who has just been appointed general traffic manager in Canada for the Swift Canadian Company, will direct the traffic matters of the company from their head office in Toronto. For the past four years he has served as chairman of the Prairie Division's Transportation Committee. He was chairman of the Prairie Division in 1915-16 and has been a member of the Executive Committee for some years. In appreciation of the services rendered by Mr. Ingram to the C.M.A., members of the Winnipeg branch gave him a banquet on his departure for Toronto.

Executive of Quebec Division Meet

A MEETING of the executive of the Quebec Division was held on January 20th in the Old Colony Club, Montreal. C. Howard Smith, the chairman, was in the chair, following a lengthy absence in the Old Country, J. E. Walsh, general manager of the Association, was also present.

A report on the work that had already been done by the special committee appointed to study the Workmen's Compensation Act, and suggested amendments, reported the progress that had already been made. Two meetings with representatives of labor have been held and the outlook is that a common agreement will be arrived at in the matter of an amended or a new compensation law for the Province of Quebec.

It was decided to hold the February meeting of the Quebec Division in the City of Quebec, and since that decision was made it was found possible to hold the meeting of the Dominion Executive Council for the month of February in the same city. The date for the meeting was set for the 25th inst.

R. W. GOULD.

Lectures Endorsed on Social Hygiene

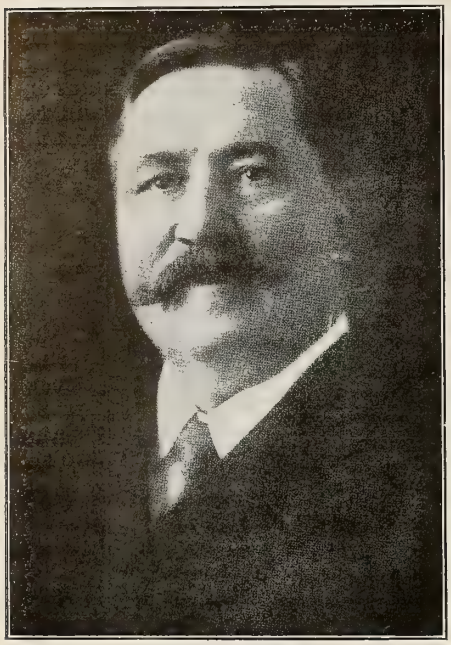
THE Toronto Branch has issued a circular to its members on the subject of social hygiene, which will probably be of interest to members in other parts of the country. It reads as follows:—

"The Dominion and Provincial Governments are co-operating in a programme for promoting Social Hygiene in Canada. As you know, both from the standpoint of disability and mortality, the situation as regards social disease is serious.

"The Toronto Branch Executive at a recent conference with Dr. Gordon Bates, representing the Canadian National Council on Social Hygiene, gave its general approval to lectures being delivered in the factories on the subject of Social Hygiene, on the understanding that satisfactory arrangements should first be made, in each case, with responsible officers of the corporations.

"It was also arranged that copies of any literature desired by the Canadian National Council to be distributed in the industries should first be submitted for

President of the Canadian Shoe Manufacturers Association



Joseph Daoust

President, Daoust, Lalonde & Company, Ltd.

THE new president of the Canadian Shoe Manufacturers' Association has a record of hard work behind him. He was born in 1865 at St. Eustache, Quebec, and educated at St. Mary's Academy and Ottawa University. In 1880 he took a position with the wholesale drygoods firm of P. P. Martin and Company, later becoming manager and buyer. While with them he established a shoe business, and from 1891 to 1897 he worked at the drygoods business during the day and carried on his own work at night. During the war he served as a private with the 65th Battalion. He is a member of the Montreal Board of Trade and Chambre de Commerce, and has held offices in several other organizations.

the approval of your Executive Committee.

"We trust that you will be interested and that you will afford the necessary facilities to the lecturers on whose behalf permission may be asked from time to time to address your employees at a convenient hour. The lectures to be given will be of real educational value."

Shoe Manufacturers Assemble in Toronto

SHOE manufacturers from all parts of the Dominion assembled in the King Edward Hotel, Toronto, on January 25th and 26th for the second annual meeting of the Canadian Shoe Manufacturers' Association. From both the business and social standpoint the convention was highly successful, and the use of French as well as English in the proceedings was found to be conducive towards the *entente cordiale*.

The welcome of the City of Toronto was extended to the delegates by Mayor T. L. Church, who spoke of the importance of the shoe and leather industries in Canadian industrial life and wished the Association every success. An address of welcome in French was then delivered by S. H. Parker, of Preston, vice-chairman of the Ontario Section, and F. H. Ahrens, chairman of the Ontario Section, followed in English.

The secretary-treasurer, Henry Viau, in presenting his annual report, gave a brief outline of the Association's history from its formation in December, 1918, During the second year of its life the membership has risen to ninety-nine, a growth of nearly 100 per cent. Standardization of cartons has been satisfactorily settled during the year, and export trade to France, England and Belgium has been stimulated. A statement was presented to the Tariff Commission during its Montreal session showing the necessity of protection for the shoe industry. Through the co-operation of customs authorities dumping has been kept at a minimum. Establishment of good-will among allied trades and associations, and the checking of fraudulent advertisements and injurious news items were other details of the year's work.

In the absence of J. D. Palmer, chairman of the National Advertising Committee, Alex. Marshall, the secretary, read his report. In the main objects of the campaign the committee believes that its efforts were successful. During the last two months of 1920 imports of shoes were 700,000 less than for the same period in the previous year. The report thanked the tanners and allied industries for their co-operation, and advocated an educational or publicity committee to succeed the National Advertising Committee. John A. Walker, of Toronto, then presented the Tariff Committee's report, which dealt chiefly with the statement presented to the Commission in Montreal.

Addresses were delivered by F. S. Scott, M.P., the retiring president; the Hon. E. J. Davis; L. J. Breithaupt, of Kitchener; Charles Holmes, of Montreal; Peter Doig; F. H. Knowlton, of the United Shoe Machinery Company of Canada, Limited, and James Acton, of the *Shoe and Leather Journal*.

A resolution against the Business Profits War Tax, one advocating stringent enforcement of anti-dumping legislation, and a third, recommending that the sales tax be collected exclusively at the source from wholesalers and manufacturers, and that it be paid to the Government every three months, were carried after some discussion.

F. S. Scott becomes honorary president for 1921. The newly-elected president is Joseph Daoust, of Daoust, Lalonde & Co., Montreal. John D. Palmer, of the Hartt Boot and Shoe Company, Limited; Fredericton, N.B., and J. E. Warrington, of the John Ritchie Company, Quebec, are respectively first and second vice-presidents. The following were elected to the executive: J. Leckie, J. Leckie & Co., Ltd., Vancouver; C. A. Sutherland, Amherst Boot and Shoe Co., Amherst, N.S.; Oscar Dufresne, Dufresne & Locke, Ltd., Montreal; D. F. Desmarais, La Duchesse Shoe Co., Montreal; T. H. Rieder, Ames, Holden, McCready, Montreal; H. E. Moles, J. & T. Bell Co., Ltd., Montreal; H. V. Gale, Gale Bros., Ltd., Quebec; J. E. Samson, J. E. Samson, Reg'd, Quebec; David Marsh, Wm. A. Marsh Co., Ltd., Quebec; F. H. Ahrens, Chas. A. Ahrens, Ltd., Kitchener, Ont.; S. H. Parker, Solid Leather Shoe Co., Ltd., Preston; G. W. McFarland, Williams Shoe, Ltd., Brampton; A. Brandon, Brandon Shoe Co., Ltd., Brantford; J. A. Walker, Walker, Parker Co., Ltd., Toronto; Paoul Lauthier, Kingsbury Footwear Co., Montreal.

President of the Canadian Lumbermen's Association



Dan McLachlin

McLachlin Brothers, Limited

DAN McLACHLIN, who was re-elected president of the Canadian Lumbermen's Association at their recent annual meeting in Ottawa, is the elder son of the late Hugh McLachlin, of Arnprior, Ontario. He was educated there and at McGill University. For eight years he was a member of the Arnprior town council, and for six years of that period he was mayor. Throughout his life he has been engaged in the lumber business. He is vice-president of the Canadian Forestry Association and a former president of the Quebec Limit Holders' Association. His re-election to the presidency of the C.L.A. indicates the esteem in which he is held by his colleagues in that organization.

Lumbermen Hold Annual Meeting in Ottawa

OVER two hundred delegates attended the annual meeting of the Canadian Lumbermen's Association held on January 12th and 13th at the Chateau Laurier, Ottawa, and many important matters were discussed. It was decided to establish a traffic department in the near future, and details for this will be worked out by the new executive.

The following resolution, moved by A. C. Manbert, and seconded by D. Champoux, was carried.

"That the Canadian Lumbermen's Association commends the action of the Government in holding hearings throughout the Dominion in an endeavor to obtain information regarding the fiscal Canadian customs tariff as will make it more scientific in construction and application, with the purpose of reducing to a minimum the hardships of its incidence and at the same time having due regard to the greater development of Canadian industry.

"We further recommend that the Government should issue a public statement at as early a date as possible, showing all classes of goods imported into Canada —quantity and value—with a view to promoting public sentiment that will discourage the importation of unnecessaries and luxuries.

"Be it further resolved that a copy of this resolution be forwarded to Sir Henry Drayton, Minister of Finance."

Other resolutions carried were a protest against the proposed prohibition of wooden shingles in Ontario, the expression of disapproval towards any increase in the rates of compensation provided by the Ontario Workmen's Compensation Act, and a resolution against the re-enactment of the Excess Profits Tax.

The following are the officers elected by the Canadian Lumbermen's Association for 1921:

President, Dan McLachlin, Arnprior, Ont; first vice-president, A. E. Clark, Toronto; second vice-president, Angus McLean, Bathurst, N.B.; Hon. treasurer, R. G. Cameron, Ottawa; secretary, Frank Hawkins, Ottawa. Toronto was selected as the convention city for 1922.

Pulp and Paper Association Annual Meeting

THE advantage of industrial associations which unite in their membership all those engaged in their particular line of activities, is illustrated by the decision of the pulp and paper manufacturers of Canada, arrived at, at the eighth annual meeting of the Canadian Pulp & Paper Association recently held in Montreal, to establish a department of scientific and technical research for the industry. The scheme contemplates the employment of a director of research and a staff, the establishment of a reference library and the initiating of practical experimental work in the mills best adapted for the purpose. The original outlay for the first year's work is estimated at $35,000, which will be collected *pro rata* from the mills based on their tonnage output. Later on, it is anticipated, that the department thus provided for will be operated in connection with the National bureau of scientific and technical research which it is proposed to establish in Ottawa under Governmental ownership and to be directed by the National Research Council.

In addition to this practical effort to further its own industry, the Association voted a grant of $5,000 towards the cost of publishing a series of vocational training text-books which are being issued under the direction of the Association, this being the third grant of a similar amount. These text-books are to provide a means whereby mill operatives and others who have been denied the opportunity of attending technical schools, may still obtain a technical knowledge of paper-making and all that goes to develop the highest skill in the industry.

There are some ten or twelve sections of the Association, each devoted to some particular branch or phase of the industry. These sections all held their annual meetings in connection with that of the parent organization, and in most of them discussions of a practical nature formed a large share of the programme.

The annual election resulted in the choice of Mr. P. B. Wilson, vice-president and general manager of the Spanish River Pulp & Paper Mills, Limited, Sault Ste. Marie, Ont., as president, and Mr. George M. McKee, general manager of the Donnecona Paper Company, Limited, Donnecona, Que., as vice-president. The Executive Council is composed of the chairman of the respective sections. Mr. A. L. Dawe is the permanent secretary-treasurer, with headquarters in Montreal.

During the meeting the Association heard addresses by Gen. Sir Arthur Currie, principal of McGill University, and by Prof. R. F. Ruttan of the Honorary Advisory Council for Scientific and Industrial Research in Canada.

The feature of the annual dinner was an address by Sir Henry Drayton, Minister of Finance, in which the minister gave an elaborate exposition of the duties as well as the benefits to the country of so-call "big business" organizations. The Hon. Walter Mitchell, provincial treasurer of Quebec, also made an able address.

The Association, it was stated at the meeting, now represents an industry whose capital exceeds $300,000,000, whose products exceed in value $200,000,000 yearly, and whose exports during 1920 reached a total value of $163,128,937, as compared with $96,168,188 the previous year.

President of Canadian Pulp and Paper Association



P. B. Wilson

Spanish River Pulp & Paper Mills, Limited

AT the annual meeting of the Canadian Pulp and Paper Association, Percy B. Wilson, Vice-President of the Spanish River Pulp & Paper Mills, Limited, was elected unanimously to fill the Presidential chair for the coming year. Born and educated in England, Mr. Wilson held positions with several firms there; from 1891 to 1895 he was in South Africa, first as financial manager of the St. Augustine Diamond Mine, and later as a diamond miner with Gould & Wilson. In 1913 he came to Canada and he has held his present position with the Spanish River Mills since 1915. In 1914 he was granted a commission in the 51st Soo Rifles. In January, 1917, he became acting O. C. with the rank of major.

Clay Products Association's Annual Convention

THE nineteenth annual convention of the Canadian National Clay Products Association was held in the Carls-Rite Hotel, Toronto, on January 25th and 26th. Among other matters discussed in his opening address, William Burgess, the president, spoke of the efforts made by the Association during the past year to prevent the sale of prison-made brick. In this regard Mr. Burgess said: "In view of the low profit margin on brick-making, advances in wages, transportation charges and overhead generally, all possible business is required to keep our plants, employing over 4,000 well-paid workers, running during the winter months." The convention decided to send a deputation to interview Premier Drury on this matter and to register opposition to labor's request for an increase in the amount of compensation that may be awarded under the Workmen's Compensation Act. The deputation is also to protest against a universal eight-hour day for labor. Natural conditions in the clay industries, it was pointed out, preclude the possibility of working in eight-hour time units.

According to the Association's established practice of promotion in office, Ryland H. New, of the Hamilton & Toronto Sewer Pipe Company of Hamilton, and last year's first vice-president, becomes president this year; Millard F. Gibson, second vice-president, succeeds to the position of first vice-president; T. H. Graham becomes second, and A. Dodds third vice-president, while Gordon C. Keith is retained as secretary-treasurer.

The Executive Council at Quebec

February meeting largely attended, with president and vice-presidents present — Luncheon of Quebec Division — Co-operation the keynote

SELDOM has a more representative group of Association officers assembled than was the case at the February meeting of the Executive Council held at the Chateau Frontenac, Quebec, on Friday, February 25. The president, J. S. McKinnon, and both vice-presidents, W. S. Fisher and J. R. Shaw, were present, as were also J. H. Fortier, vice-chairman, Quebec Division; F. W. Stewart, chairman Montreal Branch; A. Dubé, vice-chairman, Three Rivers Branch, and L. Letaurneau, chairman Quebec Branch. S. R. Parsons, ex-president, also attended.

Previous to holding the council meeting, a luncheon of the Quebec Division took place at which Sir Charles Fitzpatrick, Lieutenant-Governor of Quebec; Hon. A. David, Provincial Secretary; Hon. Frank Carvell and Mayor Samson, of Quebec, were guests of honor. The speeches on this occasion were of a most felicitous nature, the spirit of good fellowship and co-operation being strongly in evidence. The chair was occupied by Mr. Fortier and those who spoke were Sir Charles Fitzpatrick, Hon. Mr. David, J. S. McKinnon, W. S. Fisher and Mayor Samson.

At the conclusion of the luncheon, the Executive Council went into session when the usual monthly reports were considered as well as the report of the special committee on taxation, which was introtroduced by Mr. Parsons.

Proposal for a Conference on Labor Legislation

THERE is reason to believe that the Ontario Government instead of introducing Eight-Hour Day, Unemployment Insurance or Old-Age Pensions legislation will propose to the Dominion Government that there should be called a conference of Provincial Premiers and representatives of the various Legislatures, together with the nominees of employers and labor, as well as representatives of the Dominion Government and Parliament to discuss the whole question of labor legislation with a view to overcoming the constitutional and other difficulties by agreeing on joint action. To understand this proposal it is necessary to recall the fact that of the draft conventions passed at the Washington conference in November, 1919, practically all those relating to hours and conditions of work, as well as those relating to unemployment and old-age insurance, have been declared by the Dominion Government to fall within the legislative competence of the provinces. It is evidently felt by the provincial authorities, however, that no one province can well legislate on such a question as the eight-hour day, for instance, in advance of its sister provinces. Hence the proposal by the Ontario Government that all these matters should be dealt with by a Dominion-Provincial, Employer-Labor conference.

Joint Committee Reviews Legislation

A JOINT MEETING of the Legislation Committee of the Ontario Division and of the Industrial Relations Committee was held in the Association's board room, on Thursday, Feb. 17th, 1921, when several bills introduced in the Provincial House were under consideration.

The first was an eight-hour day bill which has been introduced as a private bill by an independent labor member. The Association's attitude to this legislation as formerly laid down at the September, 1919, conference at Ottawa, was one of strong opposition. This attitude was re-affirmed by the Association's representative at the Washington Conference in November, 1920, but nevertheless an eight-hour day resolution was passed and forwarded to the Canadian Government which has recently ruled that the question is one for the provinces. It is under these circumstances that the present bill has been introduced, not indeed by the Ontario Government, but by a private member.

While there is reason to believe that the bill will not be supported by the Government, it would be unwise to assume that the bill will be defeated. The Joint Committee, therefore, resolved to urge members to take the matter up with their local representatives in the Ontario Legislature so that they may appreciate the reasons manufacturers have for regarding the eight-hour day legislation as in every way detrimental to the best interests of the community. These reasons may be summarized as follows:

(*a*) The U.S. has not adopted and is not likely to adopt such legislation. Therefore, it would be all the more inimical to the industries of the Dominion.

(*b*) Canada is trying to attract foreign capital, and an eight-hour day law would tend to discourage foreign capital.

(*c*) As proved in France and Denmark, unnatural restrictions on labor would lessen production and therefore, would increase the cost of living.

(*d*) It would be impossible of universal application in a country of so many seasonal industries, such as lumbering, etc.

(*e*) As it could not and would not apply to agriculture, it would increase the drift from country into town.

(*f*) It is in effect a movement for higher pay, not for shorter hours.

The present bill, known as the "Maximum Work Hour Day Act," contains the following provisions:

1. The normal work-day shall be eight hours.

2. The normal work-week shall be forty-four hours.

3. All industries, trades, etc., are included, except agriculture.

4. Exceptions are made in the case of firemen, watchmen, nurses, etc.; also in the case of machinery break-downs and emergencies generally.

5. Systematic overtime shall be illegal except in emergencies when the limit is ten consecutive hours.

6. Penalty in case of infraction by employer or employee, $1,000 or six months' imprisonment.

The Joint Committee had also under consideration an Act providing for one day of rest in seven, also introduced by a private independent member. As drafted, this Act demands twenty-four hours' rest in every week in any business establishment. The Committee understand, however, that the Act is really intended to apply only to the business of hotel-keeping, restaurants, etc.

The Gold Coast Contract

(*Continued from page* 69.)

coast, and has a climate stated to be about ten degrees colder than the average summer in Montreal.

In view of the extensive character of the development work planned for the Gold Coast, much interest attaches to the negotiations now under way between Canadian Government and the Gold Coast and Nigeria, with a view to reaching a preferential trade agreement similar to that now closed between Canada and the West Indies, but, in view of the existing Anglo-French convention, it is stated this agreement could not be effected within five years. Such an agreement would be of great benefit to Canada, for it is stated that Halifax is nearer to the Gold Coast than it is to Brazil, whence this country receives most of the tropical produce which Nigeria and the Gold Coast could supply.

An advance party of foremen were to leave Canada about the end of February for the Gold Coast, but the main body of workers will not be sent out until things are in readiness for their housing there.

First of the Little Tours of Ontario

Manufacturers' Party Visit Guelph, Kitchener, Preston, Galt and Brantford, meeting with very cordial receptions

THOUGH organized on short notice, the first of the four tours of Ontario industrial centres by members of the Association and head office officials proved to be a decided success. Planned for the purpose of informing members in the provincial cities of what was going on at headquarters, arousing their interest in Association work, bringing them together in their several communities for the discussion of problems of mutual interest, and otherwise promoting the welfare of the Association, the undertaking was helpful alike to the visitors and the visited. If the three succeeding trips work out as satisfactorily much good will be accomplished.

Guelph, the first city to be visited, was reached by the contingent from Toronto at 10.56 a.m. on Monday, February 21. The party were met at the Grand Trunk station by a number of the local manufacturers, headed by J. M. Taylor, president of Taylor, Forbes & Co., Limited. They were driven immediately to the big Taylor, Forbes plant, where, under the guidance of Mr. Taylor and members of his staff, an inspection was made of the premises. To those who had never enjoyed the privilege of seeing this plant before, the visit was a revelation. Its immense extent, covering over eight acres of ground; the activity prevailing in all departments; the extent and variety of the products being manufactured, there being over 1,400 different lines of hardware alone, and the fine, clean and efficient condition in which plant and equipment were maintained, came in for much favorable comment.

Luncheon at Guelph.

At noon a luncheon was tendered to the visitors at the Kandy Kitchen by the Guelph Chamber of Commerce, and about fifty sat down at small tables tastefully arranged for the occasion. The chair was occupied by R. L. Torrance, chairman of the Chamber's reception committee, who expressed the pleasure of the Chamber at having as guests the officers and members of the Association from outside points. A welcome was also tendered by Mr. Taylor on behalf of the manufacturers of Guelph, while C. L. Dunbar spoke eloquently on behalf of the Chamber of Commerce.

The president of the C.M.A., J. S. McKinnon, who headed the party, spoke in reply. He congratulated Guelph on its many fine industries, and expressed the appreciation of the visitors for the kind reception and entertainment accorded. He then delivered a eulogy of the British Empire and the part that it had played down through the centuries in resisting tyranny and maintaining freedom. He urged his hearers to live up to their high heritage and build a greater and better Canada on the sure foundation of justice.

H. Macdonald, secretary of the Legal Department, C.M.A., followed, with a review of the various services rendered by the Association and a careful analysis of recent labor legislation and taxation measures and proposals. He was followed by R. L. McIntyre, McGregor, McIntyre & Co., Limited, member of the Executive Council, who told of the benefits of membership in the C.M.A., and explained what was proposed in connection with the reorganization of the safety associations under the Ontario Workmen's Compensation Act. J. M. McIntosh, secretary in charge of the party, concluded the speechmaking with a brief address.

Visits to Factories.

During the afternoon three of Guelph's industrial establishments were inspected. The visitors were motored first to the carpet factory of the Guelph Carpet and Spinning Mills, Limited, where, under the guidance of Mr. H. Quarmby, general manager, they were initiated into the mysteries of carpet weaving. The wonderful machinery employed in producing the many beautiful grades and designs of rugs and carpets, and the skill exhibited by the artisans, were much admired. The spinning mill near by, which has recently been considerably enlarged, was also visited and its numerous interesting processes examined.

There followed a visit to the fine new plant of the Northern Rubber Co., where about 250 hands were found busily engaged in making the various styles of footwear produced by this company, these including rubbers, rubber boots, overshoes, canvas boots, and several other lines. The factory is a model building from the standpoint of light, air and roominess. About 3,200 pairs of shoes per day are being produced at present.

A short visit was next paid to the plant of the Partridge Rubber Co., Limited, which was not far distant. This industry is now about four years old, and it has had a successful history. Its principal product is automobile tires. The plant is a modern one, thoroughly fireproof and well lighted and ventilated. Owing to limited time, only a cursory view of the interesting processes employed was possible.

The party left by train for Kitchener at 5.45 p.m., thoroughly pleased with their experiences in Guelph. On enquiry, it was found that practically all Guelph industries are operating and, while some are slack, there is an appreciable improvement in conditions. The spirit among the manufacturers of the city was hopeful, and the visitors were told that there was very little unemployment.

A delegation of Kitchener manufacturers, headed by J. H. Baetz, Baetz Bros. & Co., Limited, chairman of the Kitchener and Waterloo Branch, C.M.A., welcomed the visitors on arrival at Kitchener. Here, for the entertainment of the party, a dinner was served at the Masonic Hall at 7 p.m. A splendid attendance of local manufacturers and business men was present, upwards of one hundred persons sitting down at the tables. Mr. Baetz presided, and did the honors of the occasion most acceptably.

Dinner at Kitchener.

The visitors' headliner on this occasion was H. Macdonald, who elaborated on his luncheon address and gave his hearers a most instructive account of the work of the Legal Department in connection with legislative matters. Mr. Macdonald showed how important it was that every piece of legislation should be carefully studied by experts and gave several illustrations to demonstrate savings that had been made as a result of the efforts of the Legislative Committee and Legal Department. When he was through, members took advantage of the occasion to discuss the income tax act and the proposed turnover tax, a fruitful subject for consideration.

A. Neighorn, Nicholls Chemical Co., Montreal, member of the Executive Council, followed with a short speech, in which he pointed out the value of the Association's services to the membership and expressed his views on the subject of taxation. R. L. McIntyre then dealt in more detail with accident prevention work, outlining the history of workmen's compensation legislation in Ontario, pointing out its defects and impressing on his hearers the importance of getting practical men to take an interest in the reorganized safety associations. J. M. McIntosh thanked the local members for their entertainment and dealt with the advantages of organization, illustrating his points with several illustrations.

See Tire Industry.

After spending the night of February 21st at the Walker House, the visitors were taken on the following morning for a thorough inspection of the immense plant of the Dominion Tire Co., Limited. The party were divided up into groups of five, and each group was taken in charge by an officer of the company, who spared no effort in ex-

plaining the intricate details of tire manufacture. Here again the extent of the plant (the building is 960 feet long, four stories in height); the marvellous machinery and the skill of the workers, came in for admiring comment. The plant, when running to capacity, can produce 3,600 tires per day, but, of course, at present it is not doing this. There has been improvement since the recent slackness and the company looks for better business soon. The hospital, the lunch room, and other features of welfare work were examined during the visit.

As at Guelph so at Kitchener, a hopeful spirit prevails. Manufacturers report a steady improvement. Most plants are running and some are increasing their output.

Visit to Preston.

Leaving Kitchener at noon, the party journeyed by radial railway to Preston, where they were received by George D. Pattinson and a number of other local manufacturers, and proceeded to the Hotel Kress for luncheon. There was another gratifying turnout of members at this point, the attendance at the luncheon being well up to fifty, with representatives present from Kitchener and Hespeler. Mr. Pattinson occupied the chair, and, after the toast to the king had been honored, he extended a hearty welcome to the visitors.

The speakers on behalf of the C.M.A. were H. Macdonald; Major L. L. Anthes, Anthes Foundry Co., Toronto; A. Neighorn, Nicholls Chemical Co., Montreal; and R. L. McIntyre, McGregor, McIntyre Co., Limited, Toronto. All the speakers emphasized the value of the Association to the members, and urged a greater use of its services. The question of taxation was thoroughly discussed, and the opinion of members present taken on the desirability of a turnover tax in lieu of the business profits tax. At the conclusion of the speechmaking a vote of thanks to the speakers was moved by D. N. Panabaker, R. Forbes & Co., Ltd., Hespeler and seconded by C. Dolph, president of the Metal Shingle & Siding Co., Limited, Preston.

The party left by radial at 4 p.m. for Galt. On arrival they were taken to the Galt Club, which was headquarters during the rest of the day. Some members took advantage of the interval before dinner to visit local manufacturers, while others enjoyed a rest in the club premises. At seven a party of about forty sat down to dinner, under the chairmanship of R. O. McCulloch, Goldie & McCulloch, Limited. This proved one of the best gatherings of the trip as it developed into a sort of round-table meeting during which members individually expressed their opinions on the questions brought up for discussion.

The same speakers who had participated in the proceedings at Preston took part, but at somewhat greater length. Major Anthes, for example, spoke very forcibly on the absolute necessity for organization and action on the part of the manufacturers if they wanted to retain tariff and other advantages so necessary to their continued well-being. Mr. McIntyre and Mr. Neighorn were equally emphatic in their declarations regarding the work and worth of the Association. A vote of thanks was moved by S. L. Clark, Perfect Machine Co., Ltd., seconded by C. Turnbull, C. Turnbull Co., of Galt, Limited, and the meeting broke up about 10 o'clock.

After spending the night at the Iroquois Hotel as guests of the Galt manufacturers, the tourists proceeded to Brantford on Wednesday morning, February 23, arriving about 10 o'clock. They were received by C. A. Waterous, Waterous Engine Works Co., Limited, chairman of the Brantford Branch C.M.A.; R. Scarfe, Scarfe & Co., Limited; and S. B. Chadsey, Massey-Harris Co., Ltd. A tour of industries was at once commenced, the first plant to be visited being that of Scarfe & Co., paint and varnish manufacturers. So far as the production of varnish is concerned, this is an old-established industry, dating back to 1877. The manufacture of paint, however, was started only about a year ago in a compact new building erected for the purpose. The various processes in the manufacture of paint and varnish were inspected, and Mr. Scarfe showed with considerable pride the first shipment of paint in cans going to the hardware trade.

A rapid tour was next made of the immense Brantford plant of the Massey-Harris Co., which covers some eighteen acres. The extent of this industry was a surprise to many, building after building and floor after floor being traversed in apparently an endless succession. Here all the mowers and most of the binders manufactured by the company are produced, and in all departments there appeared to be much activity.

Next followed an inspection of the big foundry and shops of the Waterous Engine Works Co., close by, and here some immense pieces of machinery were shown in process of fabrication. A good deal of it was intended for pulp mills, while quite a number of big road rollers were being erected.

Envelope Manufacture.

Finally the party visited the Barber-Ellis Company's envelope and stationery manufacturing plant, to which a fine new addition has recently been made. This plant, if operated to full capacity, could produce 1,900,000 envelopes per day, but, of course, it is not doing that at present. The wonderful envelope-making machines with which the plant is equipped were objects of admiration as they turned out envelopes at a rate running up to 125 per minute. Many of these envelopes are printed in advance of manufacture, and a whole battery of fast presses are performing this operation at a rate of about 70,000 per day. The plant also makes all its own supply of cardboard boxes, and there is a department devoted to the manufacture of fine stationery and papeteries.

At one o'clock the visitors were entertained at luncheon at the Brantford Club, about thirty of the local members turning out for the occasion. The C.M.A. party had meantime been strengthened by the arrival of J. R. Shaw, Woodstock, chairman of the Ontario Division, and he took the place of honor beside the chairman, C. A. Waterous, and gave the leading speech for the visitors. Mr. Waterous spoke briefly at the outset, telling of the formation of the Brantford branch, pointing out its needs and giving some statistics about the city of Brantford and its industries. He was followed by Ald Stedman, chairman of the Industrial Commission, who welcomed the visitors on behalf of the city, and expressed regret for the absence through ill-health of Mayor Wedlake, Mr. Stedman enumerated reasons for the industrial progress of Brantford, and showed how most of the industries were owned locally and how many of them had passed down from father to son.

Mr. Shaw Speaks.

Mr. Shaw dealt at the outset with the work that was being done by the Association, using workmen's compensation legislation as an illustration. He told of how men all over the country were giving their time and money to promote the interests of the Association, and thereby the interests of all manufacturers, and urged more devotion on the part of the rank and file. He then showed how Canadians had resolved to build up a nation under the British flag on the northern half of the continent, and how, in order to achieve their object, tariff protection was absolutely necessary. He appealed for the support of all manufacturers in the fight that was being waged for the maintenance of adequate protection.

Brief speeches were also made by H. Macdonald and R. L. McIntyre along the lines of their previous addresses, and the meeting concluded about three o'clock. Toronto members of the party returned home during the afternoon, bringing to a successful conclusion the first of the four projected Ontario tours.

Hormisdas Morais, Secretary-Treasurer, St. Johns, P.Q., writes: "The factories in the city of St. Johns have been kept in operation since the war was over; new buildings (houses) are being erected and a new factory is being established. Those factories already established have increased their employment. I can assure you that industrial conditions in this community at the present time are very satisfactory."

Transportation Department

Express Rate Increase.

The Board of Railway Commissioners on February 2nd issued General Order No. 327, allowing an increase averaging approximately 30 per cent. in all express rates and charges. Details as regards this increase are set forth in the judgment which forms appendix "A" to the Order as follows:

First-class rates and charges, increase 35 per cent.

Second-class rates and charges, increase 25 per cent.

Commodity rates, increase 20 per cent.

In applying these increases, the following rule for disposition of fractions governs:

Any amount 2½c. and less—not counted.

Any amount over 2½c. up to, but not exceeding 5c.—considered as 5c.

In addition to the above, the Board also cancelled the cartage allowance of 15c. per hundred pounds, which was adopted in the last judgment covering increase in express rates. It will be recalled that this so-called 15c. cartage differential was deducted from the rate per hundred pounds at points where cartage service was not maintained by the express companies.

The judgment in considering the evidence submitted by counsel for the City of Toronto, provides that the revenue from the Money Order business, and returns from investments are to be considered part of the transportation portion of the express business.

In regard to the payment by the Dominion Express Company to the C.P.R., the judgment states that one and one-half times the first-class freight rate is the proper basis for payment to the railway company.

The view was also expressed that express rates should be made on the basis of a multiple of the standard first-class freight rate, except on goods moving under commodity rates, or such articles as fish, fruit, cream and various food products.

The increases took effect February 9th, and various tariffs have, or will be, reissued so as to avoid confusion in the application of the increases.

Special Committee Begins on Revision of Freight Classification.

The Special Classification Committee, which was recently appointed to deal with the revision of Classification No. 16, has had two very successful meetings in the offices of the Canadian Freight Association, Montreal. The first meeting was held February 8th, 9th and 10th, and the second meeting February 15th and 16th. Very promising progress was made in the disposition of the rules pertaining to the classification. An announcement will be made at an early date regarding these rules, when the matter will be placed before the public generally.

While shippers have generally expressed the opinion that ratings should not be dealt with by the Committee until after the Board of Railway Commissioners issues some decision in connection with class rates arising out of the general inquiry into freight rates, the Committee have felt that some progress can be made along the lines of disposing of some of the ratings. A suggestion has been made that at least those ratings which are not to be changed can be checked. It should also be possible to dispose of a number of the items, changes in which are of more or less minor importance. It is the Committee's purpose, of course, to call upon the different lines of trade for their views before disposing of these ratings. A very successful meeting has already been held in connection with a very important industry and satisfactory arrangements arrived at as to the proposed ratings and minimum weights to be applied.

Interested members should study carefully the present ratings contained in Canadian Freight Classification No. 16, and also, if possible, the ratings proposed in Freight Classification No. 17. A copy of Canadian Freight Classification No. 17 is being distributed so that it will be in the hands of each one of the divisional secretaries, each one of the branch secretaries, and each one of the chairmen of the trade sections. This should give ample opportunity to all members, at least for the purpose of studying the questions.

Tariff Department Bulletin

Department Rulings

Usual packages containing goods subject to *ad valorem* duty if included in the invoice value of the goods they contain, and not charged separately on the invoice, are subject to the same duty as the goods they contain.

Book entitled "Standard Estimating Course for Printers" and "Standard Cost Finding Course for Printers," rules to be dutiable under tariff item 171 at the rate of 10 per cent. under the general tariff.

Crushed or ground quartz ruled free under tariff item 297.

West Indian Trade Agreement

The following is a statement from the Commissioner of Commerce at Ottawa respecting the status of the new Canada-West Indies Trade Agreement. British Guiana and Trinidad have established new tariffs as have also British Honduras, Grenada, St. Vincent and St. Lucia.

The new tariff in British Guiana giving 50 per cent. preference to Canadian products went into effect on December 7th, 1920. The new tariff in Trinidad, giving the Canadian products 33 1-3 per cent. preference went into effect on November 6th, 1920. The preference, under the agreement, should have been 50 per cent. and it is understood that steps are being taken by the authorities in Trinidad to increase the preference accordingly. British Honduras has a new tariff effective from October 12th, 1920, which grants a preference of 33 1-3 per cent. to Canadian products. Grenada has introduced a new tariff, effective from the 23rd of November, 1920, granting Canadian products a preference of 33 1-3 per cent. The Island of St. Vincent has also introduced a new tariff effective from the 31st of December, 1920, which grants a preference of 25 per cent. to Canadian products. Under the agreement this preference should have been 33 1-3 per cent. and the Canadian Government has called the attention of the St. Vincent authorities to the discrepancy. The Bahamas, which under the agreement were to give Canadian products a preference of 10 per cent., have as a matter of fact granted a preference of 25 per cent. It is possible that this may be only temporary. Jamaica has ratified the agreement, but has not introduced, as yet, the new tariff schedules which are necessary in order to conform to the terms of the agreement. The Barbados, Bermudas, and the Leeward Islands have not as yet notified their ratification of the Agreement.

Regulations re Report of Matches as Ships' Stores

By an Order in Council dated January 24th last, authority has been granted for the delivery in bond by any Canadian match manufacturer, of matches for ships' stores to vessels bound on deep sea voyages without payment of the sales tax thereon.

Full particulars of the regulations have been communicated by the Department of Customs and Inland Revenue to the manufacturers of matches in Canada.

Sales Tax

Purchases by Wholesalers from Manufacturers.—The Department of Customs and Inland Revenue has cancelled the ruling reported in the last part of our Circular No. 290, and it is not now necessary for a wholesaler to certify that the goods purchased by him are for resale.

All that is required under the new ruling of the Department of Customs and Inland Revenue is that the wholesaler should quote the character and number of sales tax license held by him.

Type Setting Exempt from Sales Tax

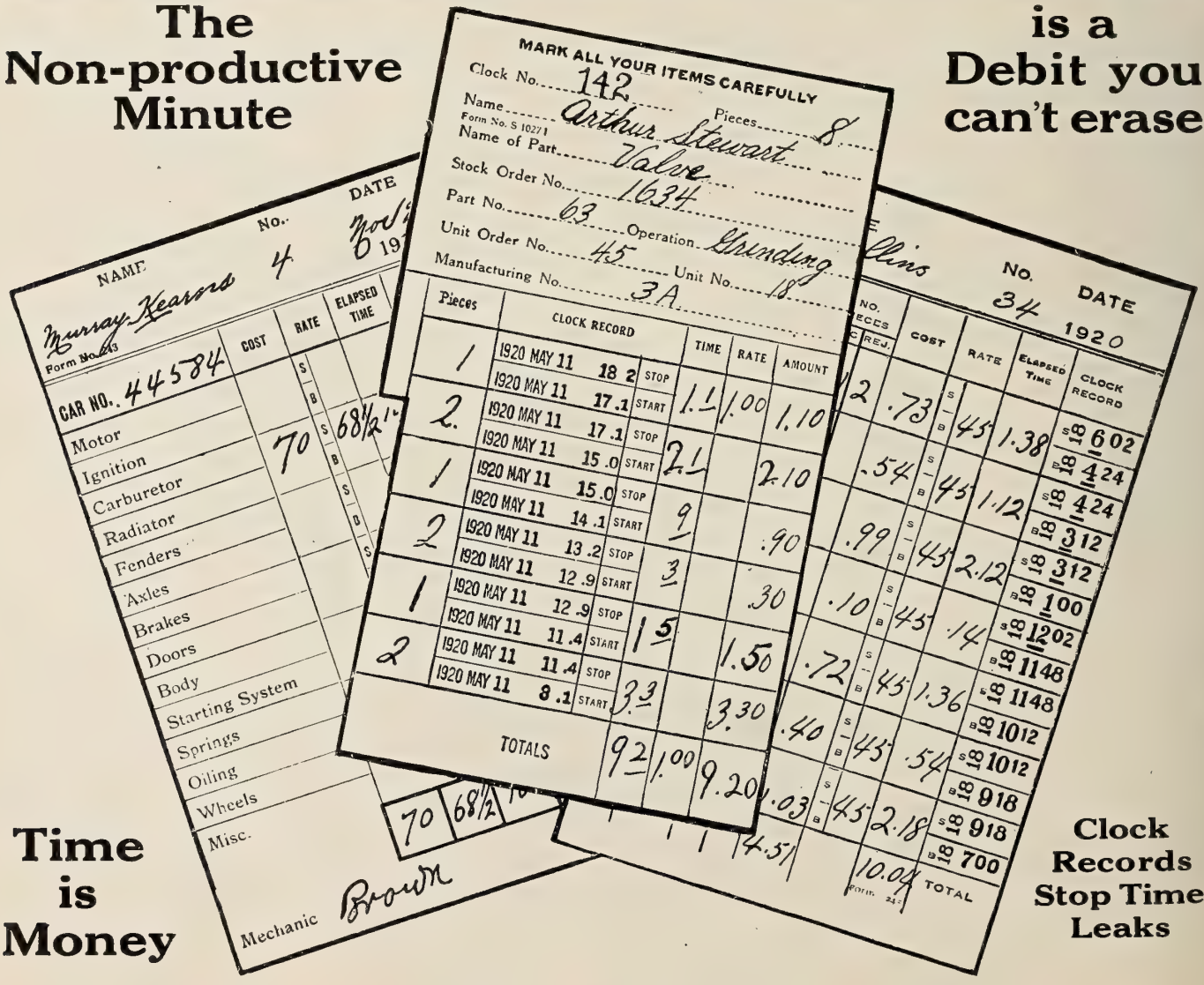
The Department of Customs and Inland Revenue has ruled that the sales tax does not apply in the case of composition set up by type-setters for printers, as it is understood that such transactions represent labor only.

International Job



The Non-productive Minute

is a Debit you can't erase

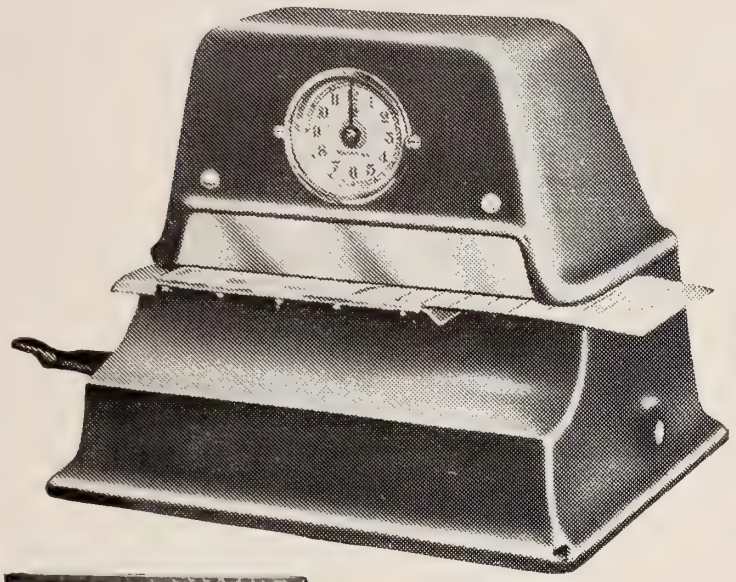


Time is Money

Clock Records Stop Time Leaks

Time Recorders

Wherever there is a Payroll there should be Internationals

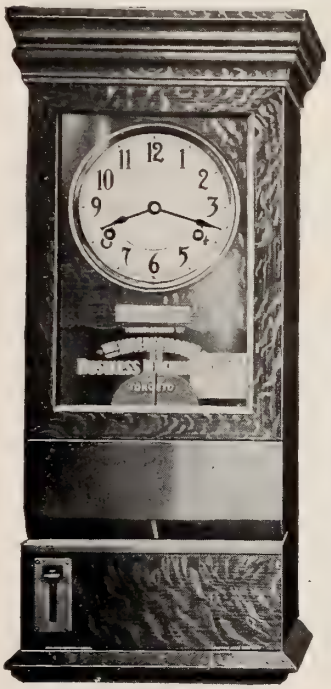


What They Do

SHOW to the minute how much time each worker devotes to each job; tell you the total actual producing time of each worker each day; speed up production by calling attention to delays and all time losses, thus making it possible to remedy them; give you accurate and essential data for cost accounting.

How They Do It

AT start and finish of each job, worker inserts card in slot in the Recorder and presses down lever at left—it's done in a few seconds. The time record is clearly printed on the card, the indicator insuring that each record will be placed in right position.



Pertinent Questions

1. ***What is the total of your purchased hours for each department each month?***
2. ***Do you get all the hours purchased?***
3. ***What percentage of the purchased hours are productive hours?***
4. ***How does this fluctuate each month?***
5. ***Do you prove your purchased hours with job time card?***

If you cannot answer these questions immediately, we would welcome an opportunity to show you how you may.

Time is more precious now than ever before in the history of manufacturing. Systematize your use of it for greatest possible returns. Use International Job Time Recorders.

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The most belting service for each dollar invested

Dominion Friction Surface Belting, properly installed, means greater power economy. The flexibility of Dominion belting makes it suitable for use on cross curves and where idlers are encountered. Its strength and pulley gripping power make it the most dependable for main drives, countershafts, large motors and heavy machinery where the belts are large.

Dominion Friction Surface Belting

meets the diversity of conditions encountered in all industries. The Dominion Rubber System stakes its high reputation on the unqualified success of Dominion Friction Surface Belting.

Our belting engineers, without cost to you, will specify the correct belt for each particular purpose, so that power waste will be reduced to a minimum in your plant.

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AND ASSOCIATED COMPANIES

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ST. JOHN	LONDON	REGINA
QUEBEC	KITCHENER	SASKATOON
MONTREAL	NORTH BAY	EDMONTON
OTTAWA	FORT WILLIAM	CALGARY
TORONTO	WINNIPEG	LETHBRIDGE
VANCOUVER		VICTORIA

Dominion Rubber System products for industrial uses include:

Belting

Transmission: "Dominion," "Keewatin," "Para."
Conveyor: "Rockproof," "Canadian," "Riheat"
Elevator: "Dominion," "Rockproof."
Agricultural: "Dominion," "Star."
Grain Elevator: "Metcalf Standard," "Grain King."

Hose

Air: "Kushion Kover," "4810 Airtite," "Star."
Steam: "Indestructible," "Rockproof," "Para."
Water: "Indestructible," "Para," "Kushion Kover," "Star."
Suction: "Para," "Star," "Trade."
Garden: "Canadian," "Dominion," "Star."

Packing

Sheet: "Join-Tite," "Star," "Importers."

Rod: "Cabestos," "Valve-Bestos," "Canadian."

Valves: "Montreal," "Commercial." "Canadian."

Miscellaneous

Mats, Matting and Flooring, Plumbers' Specialties, Rubber-Covered Rolls, Friction Tape, Splicing Compound, Dredging Sleeves, Hard Rubber Goods, Tubing, Rinex Soles, Catspaw Heels, Jar Rings, Moulded Goods.

Montreal Cottons, Limited

Satisfactory Year's Results Disclosed in Annual Financial Report

A satisfactory year's results, despite the difficult conditions prevailing in the textile industries during most of the period, were disclosed in the annual statement of the Montreal Cottons, Limited, submitted at the annual general meeting of shareholders held in Montreal on February 22nd.

Cloth sales during the twelve months amounted to $8,804,459, an increase of over $1,000,000 in the year, the 1919 total being $7,678,506, and that of 1918, $5,917,520. Manufacturing profits, reflecting the disturbed conditions prevailing during the greater part of the last half of the year, amounted to $729,303, against $995,039 in 1919, and $703,095 in the previous twelve-months period.

After deducting fixed and other charges and with income from other sources swelling the year's total by $79,510, there remained a balance of $617,251 available for application to the $3,000,000 outstanding capital stock of the company, or equivalent to 20.57 per cent. This compared with $662,538, or 22.08 per cent. in 1919, and $681,220, or 22.7 per cent. in 1918.

Dividends totalling $390,000 were distributed among the shareholders during the year, against $345,000 in 1919, the rate on the common stock having been increased from 5 to 6 per cent. in the year.

The balance sheet portion of the statement shows that the comfortable financial position occupied at the end of the previous year underwent in 1920 further strengthening, current assets exceeding liabilities of a like character by $3,557,232, against $3,003,949 at the end of the 1918 period. Elsewhere the balance sheet disclosed few changes.

Officers and directors were re-elected for the ensuing year without change, as follows: S. H. Ewing, president; Sir Chas. Gordon, vice-president; Sir Herbert Holt, F. W. Molson, F. C. Finlay, Hon. D. Dandurand, A. Hamilton Gault, Sir Frederick Orr Lewis, and John P. Black, with John Lowe, secretary-treasurer and general manager.

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See the Great Canadian West

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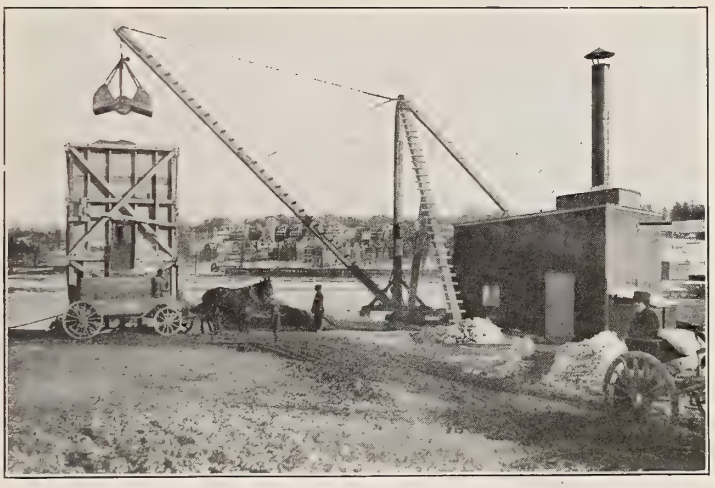
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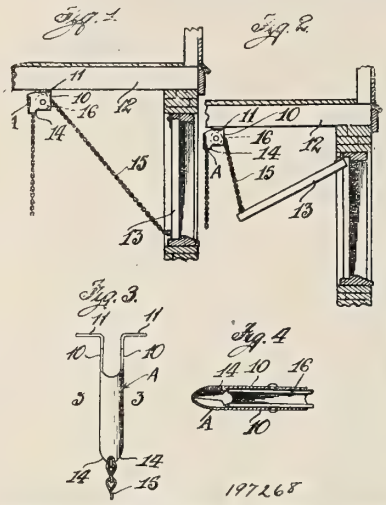
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DEPENDABLE SERVICE

PATENTS FOR SALE

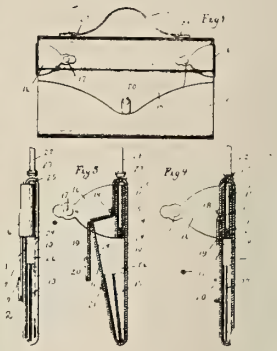
WINDOW OPENER



This invention relates to improvements in window openers, and particularly to devices for opening the upwardly swinging cellar windows. One object of the invention is to provide a novel and simple device of this character by means of which a cellar window can be quickly and easily raised into open position without the necessity of standing on a box or chair. Another object is to provide a device of this character which includes novel means for holding the window in elevated position, which can be readily engaged or released by a person standing on the cellar floor. Canadian and United States patents for sale by:

HERMAN J. LINDEMANN, P.O. Box 162, Ann Arbor, Mich., U.S.A.

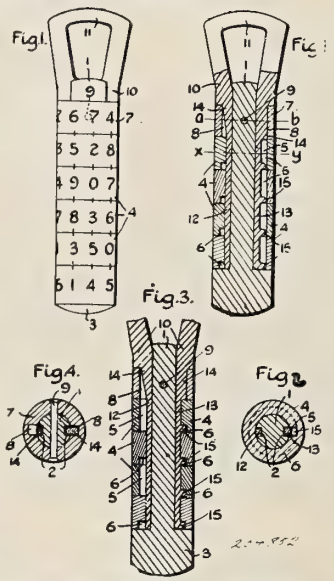
MUSIC CASE



This invention relates to a music case comprising a body formed from a strip of pliable material folded to provide a rear wall, and a forward wall having an upper flap and a lower flap extending in overlapping relation to the upper flap when closed, spacing means secured between the rear wall and the free edge portion of the upper flap to provide a rack receiving pocket in the upper portion of said carrier, webs secured between the rear walls and the edge portions of the lower flap of the forward wall to provide a music receiving pocket in the lower portion of said carrier, a closure flap secured to the upper flap and extending in overlapping relation to the lower flap and releasably connected therewith, and side wings connected with the rear wall and having their free end portions releasably connected with the closure flap to provide closures for the ends of the rack receiving pocket. For information regarding Canadian patent, which is for sale, write:

GEORGE R. RIDGEWAY, Olympia, Washington, U.S.A.

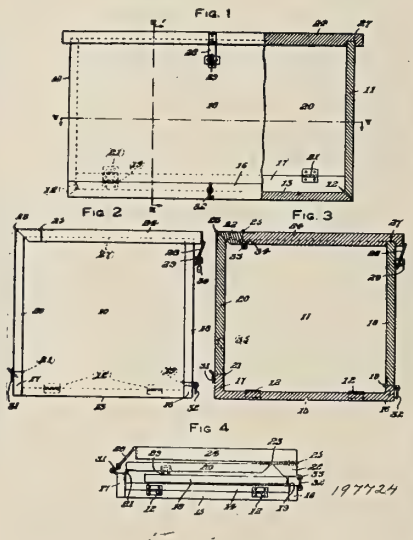
COMBINATION LOCK



This invention relates to combination locks, and consists in the combination with a shank having longitudinal slots therein and an enlarged lower portion, of a plurality of ring portions rotably mounted on said shank one above the other, each of said ring portions having a vertical slot extending therethrough, and having a circumferential groove in the lower surface thereof, a ring portion mounted on the shank above the aforesaid ring portions and secured to the said shank, said ring portion having a plurality of vertical slots extending therethrough, a forked member having an eye at the upper end thereof and depending tines, one of said tines provided with a plurality of downwardly extending suitable spaced lugs, and both of said tines provided with suitable shoulders. Canadian patent for sale. Write the inventor,

LLOYD GREEN, Newholm, Ontario, Canada

FOLDABLE BOX



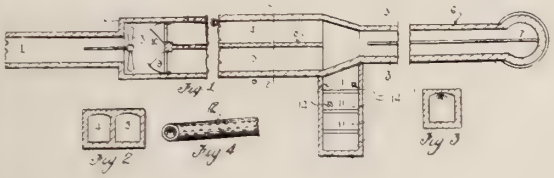
This invention relates to foldable boxes, and the primary object of the invention is the provision of a box formed of any suitable material and capable of folding in compact relation when not in use, readily set up in box formation when desired and forming a box of great strength. A further object of the invention is to provide a box possessing great strength and durability capable of being compactly folded and being formed of any desirable material, and in any suitable size. For information regarding Canadian patent, write

VINCENZO RUGGIERO, Box 117, Wendel, West Virginia, U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

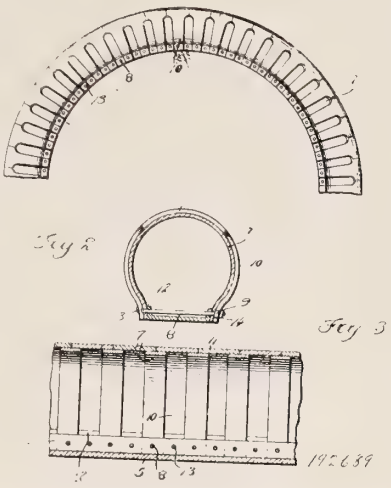
FUME ARRESTER FOR SMELTING PLANTS



This invention relates to fume arresters, for smelting plants. Heretofore much damage has been done to growing crops, fruits and vegetables, for miles around the smelting plants known to me, and a great loss of the metal being smelted, has been caused by the poisonous fumes discharged into the atmosphere from the stacks of smelting plants. The object of my invention is to arrest the said fumes before they are discharged into the atmosphere, and thereby prevent the great damage to growing crops in the vicinity of the smelting plant, as well as to condense and precipitate the fumes in a suitable fume-arresting tunnel, from which the precipitated metal is discharged into suitable receiving tanks, where it is treated with well-known chemicals, and thereby recover the condensed and precipitated metal, which is of great value. Canadian and United States patents for sale. Write

ANTONIO FERRARI, Collinsville, Ill., U.S.A.

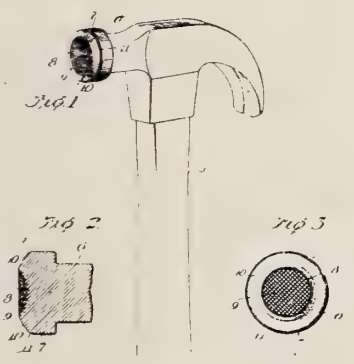
TIRE



This invention relates to a spring tire and consists of a plurality of spaced bowed springs secured to the rim, tread plates overlying the spaces between these springs and having their extremities secured to the rim, and enlargements formed with the tread plates and arranged to abut each other at the crest of the tire. For information regarding Canadian patent, which is for sale, write:

SELMER O. HOFF, Trail, Minnesota, U.S.A.

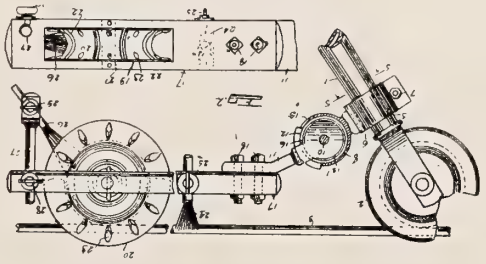
HAMMER



This invention relates to a hammer having an enlargement at one end of its head, having a concavity in its striking ends, said concavity having a serrated wall, an inclined striking face on the said end of the enlargement inclined upwardly and rearwardly from the peripheral edge of said concavity to the peripheral edge of said enlargement, said peripheral edge of the enlargement being rounded. For information regarding Canadian patent, which is for sale, write

WILLIAM K. KINGSLEY, Far Rockaway, N.Y., U.S.A.

AUXILIARY TROLLEY DEVICES



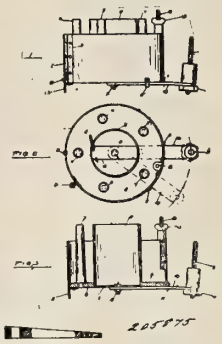
My invention relates to that particular class of electrical conductors for trolley cars in which the trolley poles are equipped not only with a principal trolley wheel for effecting a proper contact of the electrical wire, but an auxiliary wheel by which the wire may be cleared of incrustations of ice, sleet, etc., immediately prior to passage of said principal wheel thereover, the object of the invention being to effect a more thorough clearing of the wire from said incrustations of ice and sleet, to reduce the cost of construction, to render the device more efficient, while at the same time the construction remains simple, durable and strong, and to procure other advantages and results. Particulars of Canadian patent can be had from:

WILLIAM J. DAVIS, Windfall, Indiana, U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

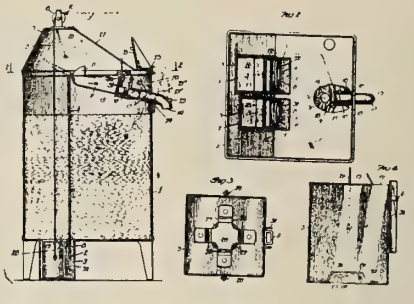
MOLDING APPARATUS



This invention relates to molds especially adapted for making cast metal bevelled flanges or filler rings. It often happens when installing flanged piping that it is desirable to run the pipe at odd angles which do not conform to any of the standard fittings, and therefore a special filler piece has to be made to fill up the gap or space between the abutting flanges, which are at a slight acute angle to each other, instead of having their faces in the same plane. This filler piece is commonly called a "dutchman." Ordinarily a special mold has to be made and a lead casting poured and machined before the work can proceed. My device provides a handy means of doing this quickly, without any appreciable loss of time, and consists in the novel and advantageous construction illustrated herewith. Canadian and United States patents are for sale by the inventor.

JAMES M. MARK, 706 J. Adams Street, Oregon City Oregon, U.S.A.

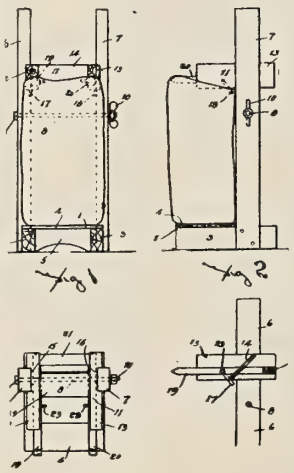
MEASURING TANK



This invention relates to measuring tanks, and it is intended mainly for the use of retailers in measuring such fluids as oil and for delivering the measured fluid to an oil can, which is preferably hung on a nozzle attached to the tank. The objects of the invention are to provide in a tank of the type described, a counterweighted nozzle which will automatically, after a measuring operation, oscillate back into position to permit any oil which remains in the nozzle to drip back into the tank, and to provide a hinged cover for closing the recess in which the nozzle is pivoted for the purpose of making the apparatus safer and preventing the escape of any oil vapor. A further object of the invention is to provide a design of nozzle which may be rocked into operative position by, and to support, the can which is to receive the oil. For full particulars of Canadian and United States patents write:

JOHN L GEIER, 2767 Lincoln Avenue, Chicago, Ill., U.S.A.

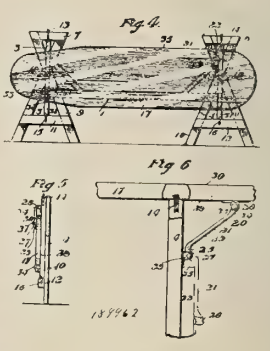
BAG HOLDERS



This invention relates to improvements in bag holders, and the object of the invention is to provide a simply constructed, easily operated and durable holder which can be readily adjusted to accommodate various sizes of bags, the adjustment provided allowing of the holding of the bags of various lengths and of various sized mouths. The invention consists essentially in a platform or stand, a pair of upright guides, a bag carrier adjustable up and down in respect to the guides and a pair of adjustable fingers formed as part of the carrier. For details of this Canadian patent correspond with

JAMES SINCLAIR, Bredenbury, Sask., Canada

IRONING TABLE



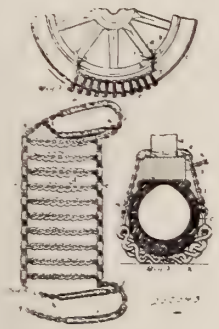
This invention relates to an ironing table including a frame, standards pivotally connected to said frame and adapted to be turned in a position substantially parallel with and at one side of the frame, an ironing board adapted to be operatively supported by said frame, and hinges including an arm and two pivoted brackets secured respectively to the frame and to the under surface of the ironing board to permit the latter to be turned down into a position at the side of said frame. Canadian patent for sale. Full data can be had from the inventor.

JOHN T. HILBERRY, R.D. No. 1, Lansdale, Pa., U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

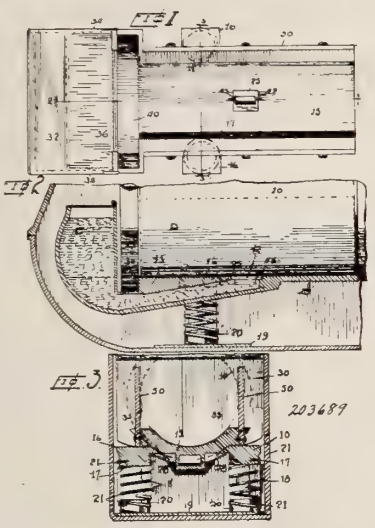
TRACTION ATTACHMENT FOR VEHICLE DRIVING WHEELS



This invention relates to traction attachments for vehicle wheels and it consists in a bovel traction attachment in which the portion thereof which actually has contact with the ground is graduated in thickness for certain purposes, to be pointed out, according to the service to which the attachment is to be put. The invention as claimed consists of a traction attachment for a vehicle driving wheel including a flexibly connected series of members having means to secure it to the wheel with said members in contact with the tread face of the wheel, said members increasing in thickness one after another. Canadian and United States patents for sale. Full particulars can be had from

FRANKLIN RIGHTMIRE, Paterson, N.J., U.S.A.

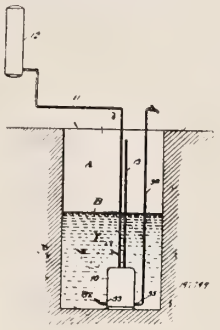
CAR JOURNAL LUBRICATOR



Several patents have been granted me on constructions similar to the one illustrated herewith, all of which are directed to the utilization of rather heavy grease, as distinguished from the fluid oils, which have been chiefly, if not almost exclusively, used in car journal boxes. I have found the utilization of such heavy greases as the "candle" material or greases of somewhat lighter consistency than that, and yet being thick and "heavy," to be of great value in the lubrication of car journals. The invention illustrated has for its principal objects the provision of more simple and more easily operated means for applying to a car journal bearing continuously when in operation a desired amount of thick and heavy grease than suggested in my former patents, and in that respect is an improvement upon those inventions, and, with respect to the art generally, to provide for the utilization of thick and heavy grease by means of a device of few parts, of simple construction, one which is strong and durable, which contains no parts likely to get out of order, which is highly effective in suitably lubricating the journal with substantially the minimum of lubricant, which will so lubricate the journal for a very large mileage without re-charging or other attention, and, withal, to provide a device which may be installed in the present standard journal box casing, and which, when installed, is substantially secure against unauthorized removal. Details of United States and Canadian patents can be had by writing the inventor:

THOMAS J. HOLMES, 105 W. Monroe St., Chicago, Ill., U.S.A.

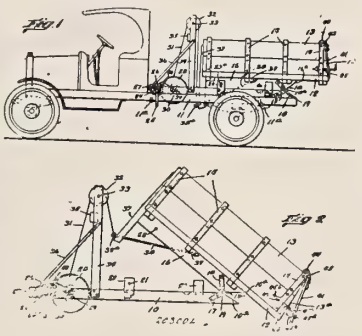
COMPRESSED AIR PUMP



This invention relates to pumps, particularly to that type operated by compressed air, and has for its object the provision of a pumping mechanism including a tank disposed within a body of water entirely below the surface thereof, and having connected and communicating therewith a pipe leading from a source of compressed air supply, the tank having disposed therein a float actuated trip for operating a valve controlling the flow of compressed air into the tank, the trip being automatically operated by the rise and fall of the float. An important object is the provision of a device of this character in which the tank is automatically refilled by gravity when the float reaches its lowest position and operates the trip, cutting off the supply of compressed air and opening an exhaust port. Another object is the provision of a device of this character in which the control valve is not operated directly by the float, but is operated by a trip which is in turn actuated by the float. A pumping mechanism of this character is simple and inexpensive in manufacture and installation, efficient in use, continuous in action, durable in service, and a general improvement in the art. Canadian patent for sale. Write:

CUYLER C. MILLER, Jr., R.R. No. 2, Carlinville, Ill., U.S.A.

RAISING, LOWERING AND SPREADING DEVICE FOR TRUCK BODIES



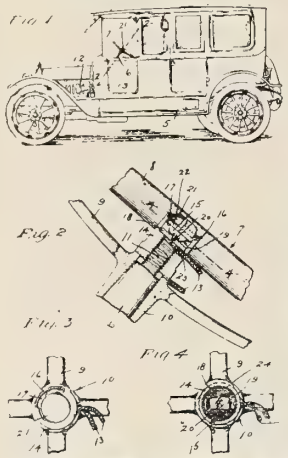
This invention relates to trucks, especially automobile trucks, having a body adapted to carry and spread uniformly over a road or the like while in motion a load of pulverulent material, as gravel and sand. An object of this invention is the provision of a body having reliable, efficient, and relatively inexpensive manually operable raising and lowering means for it by which the tilting of the body for the dumping or spreading of the load may be effected. A further object is the provision of means by which the uniform spreading of the load over the surface of the road, or it may be a field, may be regulated whereby to control the thickness of the coating applied to the surface. A yet further object of this invention is generally to improve the construction of truck bodies and raising and lowering and spreading devices associated therewith. For particulars of Canadian patent, write:

ROBERT T. MAWHINNEY, c/o Canadian Fairbanks Morse Co.
St. John, N.B., Canada

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

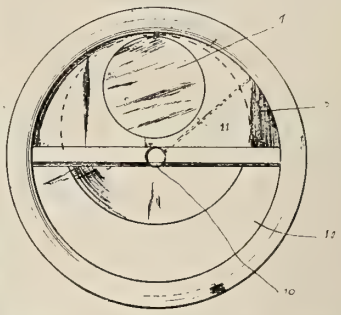
PUSH BUTTON FOR STEERING POSTS



This invention relates to push buttons for steering posts and consists of the combination with a steering post having a steering wheel, of a nut securing the steering wheel to said post, said nut having a socket, a push button mounted in said socket, an insulating disc seated in the socket below the push button, a spring contact secured to said disc; normally out of contact with the nut and yieldingly supporting the push button, and lead wires attached, the one to the nut and the other to the contact, said contact arranged to be moved into engagement with the nut by the depression of the push button to close the circuit through the lead wires. Write particulars of the sale of Canadian patent to

STEWART J. DANSKIN, c/o The Brown-Danskin Co. Grand Forks, North Dakota, U.S.A.

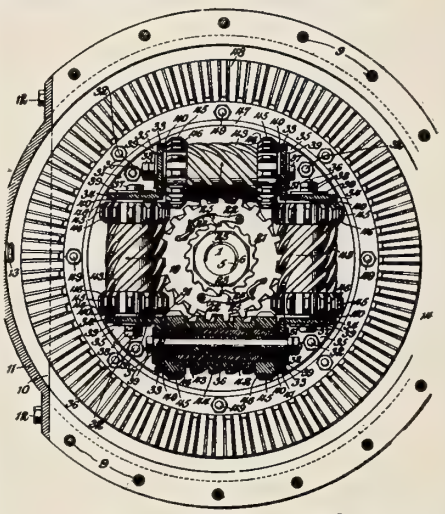
HEADLIGHTS FOR AUTOMOBILES



This invention relates to improvements in headlights for automobiles and consists in a casing, a reflector changeably positioned in said casing and a novel means of allowing the reflected rays to pass out from said casing. The object of my invention is to provide an attractive danger signal for approaching vehicles and to provide a headlight which will not reflect the light over a predetermined distance from the road level. The inventor of this headlight will be pleased to send data regarding same in answer to inquiries. Write

LEON L. DORAY, 120 Kent Street, Hamilton, Ont., Canada

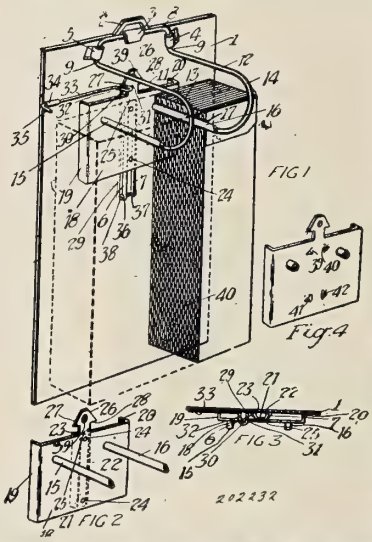
DIFFERENTIAL GEARING



This invention is designed for all services, the automobile, truck, tractor, traction engine, steam shovel, ditching machines. All parts can be forged. Can be built for worm drive equally as well as for bevel drive; can be built with two pairs of worm rollers for light service and with three pairs for heavy service. Can be used as an axle or counter shaft differential. Very simple in design, has few working parts and all working parts can be replaced by removing housing plate without taking the axle off the machine. The length of axles are the same. Worm rollers and worm wheels are the same, no right or left, they fit anywhere. The object of this differential is to see all the working parts and replace them in a few minutes, and also of pulling out of slippery ruts, where only one or both wheels are down. It does away with spinning the wheel that is on the slippery spot. Makes all turns equally as well as any other type of differential. The pitch of worm rollers and worm wheels has to be made to suit the length of wheel base; a light car needs more pitch in the teeth than a heavy, long car or truck. This differential increases the hauling power under all road conditions. If interested, please write for information and terms to:

JOHN A. FINEFROCK, R.D. No 2, Canal Fulton, Stark County, Ohio

LOOSE-LEAF HANGING FILE



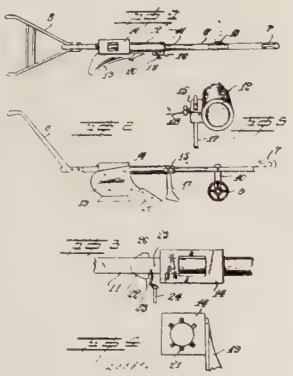
This invention relates to a hanging wall file in which the action differs from those now on the market, in that the curved fingers are rigid and the stick pins, which carry the papers, are mounted on a slidable base which slides away from the curved fingers to allow the filing of the papers, and, when returned, is held in position against the fingers by a spring catch. This style of file should become popular quickly with those who have use for a hanging wall file. The outstanding advantages are the rigid, instead of spring fingers, which eliminates all tendency of the stick pins becoming loose or bending in toward one another under the frequent blows on their outer ends delivered by the spring fingers being snapped shut against them; the ability to remove the stick pins with their contents in one piece, allowing another set of pins to be placed in position instantly, it being understood that extra pins or refills would be handled by retailers, which feature should be of great value to those who have monthly records to keep separate, the stick pins each having a hole at their outer ends, which enables a string to be threaded through and tied to hold the contents in place when pins and sliding base is removed. The sliding base is provided with a hanger which allows of this piece, with contents, being hung up. For those who wish to continue the use of the original pins, the holes at the outer ends of the pins afford a simple and speedy method of threading the contents on a string for bundling. Details of this Canadian patent can be obtained from:

WILLIAM H. MAWSON, Trenton, Ontario, Canada

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

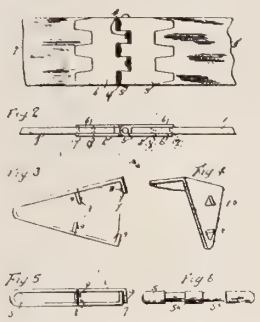
PLOUGH



This invention relates to ploughs, and more particularly to a plough for use wherein the mold-board and colter can be turned to different angular positions relative to the main beam of the plough, and by so doing the handles are always in an upright position for guiding the plough. The object of the invention is to provide a plough of novel construction wherein the mold-board and colter are so attached to the beam that the beam can be easily turned in relation to the mold-board and colter thereby adjusting the handles to the normal upright position while the ploughing is done at an angle thereto. Canadian patent for sale by

P. PETRUMICK, 901 Gore Street
West Fort William, Ont., Canada

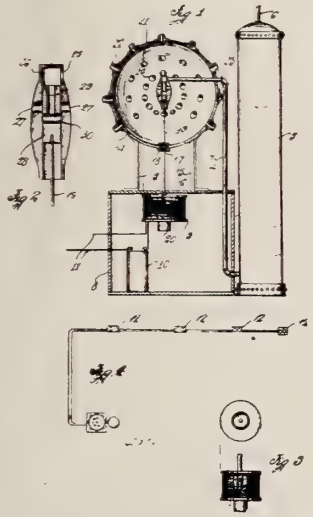
BELT FASTENER



This invention relates to a belt fastener and has for its object to provide a device of this character which embodies novel features of construction whereby the two ends of a belt can be securely fastened together without the necessity of using the conventional lacing. Further objects of the invention are to provide a hinged belt fastener which can be readily applied to the belt, which will securely grip the ends thereof without the necessity of using bolts or similar fastening members, which will not injure the belt, and which possesses the necessary flexibility to admit of the belt fastening around a pulley in the usual manner. Canadian and United States patents for sale. Full particulars can be had from:

ROY McNICOL, R.R. No. 4, Lanark, Ontario, Canada

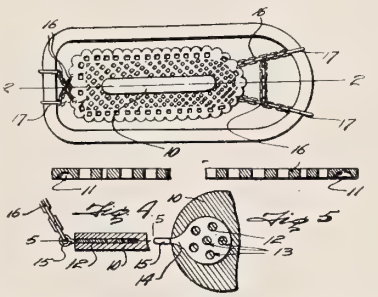
FIRE EXTINGUISHERS



This invention relates to improvements in fire extinguishers, and has for its principal object a globular-shaped container having particularly designed nozzles radiating in all directions so that when water is forced into said container it will be spread all over the room in which the extinguisher is located. Canadian patent for sale by

PAYTON JACOBS, 66 Versailles Street
Montreal, Quebec, Canada

SAFETY BATH TUB MAT



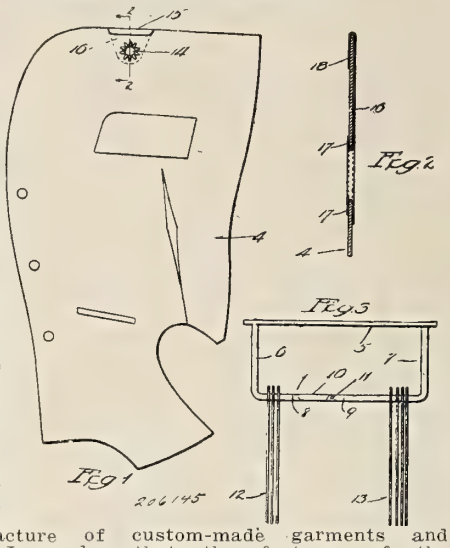
This invention relates to a safety bath tub mat, the principal object of the invention being to provide a comparatively simple and inexpensive device, preferably in the form of a mat of rubber or composition which can be readily applied to or removed from a bath tub, which will be effective in preventing slipping and consequent injury to persons using the bath tub. It will be understood that the interior surfaces of the modern types of bath tubs are enamelled and that these surfaces, when wet, are exceedingly slippery, and I propose to provide a flexible mat adapted to fit in the bottom of the tub and to provide means for anchoring said mat in position so that it will not shift or slip under a person's weight. Canadian and United States patents for sale by

MRS. LAVINIA D. TOLLEY, 130 Lavergne Street
Algiers, La., U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

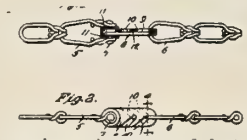
REINFORCEMENTS FOR THE EDGES OF CARDS AND THE LIKE



The invention has to do with an arrangement for reinforcing or strengthening the edge portions of cards and the like which are provided with perforations adjacent to said edge portions. More particularly it has reference to the reinforcement of the edge portions of paste board or card board patterns which are used in the manufacture of custom-made garments and the like. In order that the features of the invention may be better understood and their significance appreciated, I will first explain that in many tailoring establishments it is the common practice to make up paste-board or card-board patterns showing the forms to which the cloth should be cut for the different parts of the garment. These patterns are used time after time and day after day during the season, and, consequently, it is necessary to devise or provide some means for filing them or preserving them, so that they will be accessible when needed. The common practice has developed of filing or preserving these patterns on racks on which they are hung. This makes it necessary to provide a perforation near the edge portion of each pattern which will receive the wire or rod of the rack on which it is suspended. It has also become the custom to provide these racks or supports with hinged gates or passages, which can be swung open by the pressure of the edge of the pattern itself, to the perforation in the pattern to be passed over the wire or rod. In the ordinary course of operations in such an establishment, the edges of the patterns will be driven rather violently against the gates of the racks in the hurry and bustle of things, so that the edge portions of the patterns soon become mutilated and broken through at the perforations. To overcome this I provide a reinforcement for the edge portions of the patterns in conjunction with the perforations thereof, so that not only will the perforations be protected, but also the entire edge portion of the pattern, including the periphery of the perforation. This reinforcement is provided from the use of a single piece of sheet metal or the like, which can be very cheaply and economically cut out and formed by very simple operations. The inventor will furnish information regarding Canadian and United States patents on request.

MESSRS. HECKLINGER & CURTIS, 1302 Washington Blvd. Chicago, Ill., U. S. A.

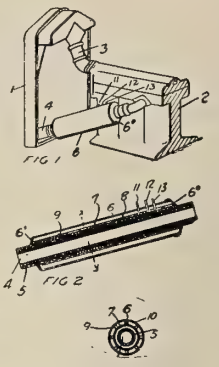
CHAIN FASTENER



This invention relates to a chain fastener and consists of a link, open at one end, a rivet extending across said link at the open end thereof, a pair of levers pivoted at their rear ends upon said rivet, spring washers interposed between said levers and the adjacent link ends, each of said levers being provided with a plurality of angularly inclined slots communicating with one edge thereof, and the slots on one of said levers overlapping the slots on the other lever when the said levers are closed. Write for particulars of Canadian patent, which is for sale, to:

MESSRS. STREVY & MILLER, Penawawa, Wash., U. S. A.

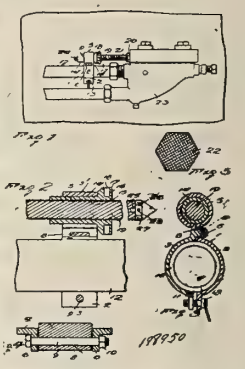
TEMPERATURE REGULATOR



This invention relates to a temperature regulator, particularly designed for use in a Ford car, the combination with the return pipe of the water circulating system, an insulating cover for the pipe, a cylinder having closed ends carried by the pipe so as to be spaced apart therefrom, an electric winding surrounding the insulating cover of the pipe within the cylinder and having its terminals extending through the wall of the cylinder, an outer cover of insulating material covering the winding, and longitudinal spacing strips fitting between the outer insulating cover and the cylinder to form intervening dead air spaces. Write the inventor for further information regarding the sale of his Canadian patent:

RICHARD H. CRONYN, London, Ontario, Canada

PIPE JACK

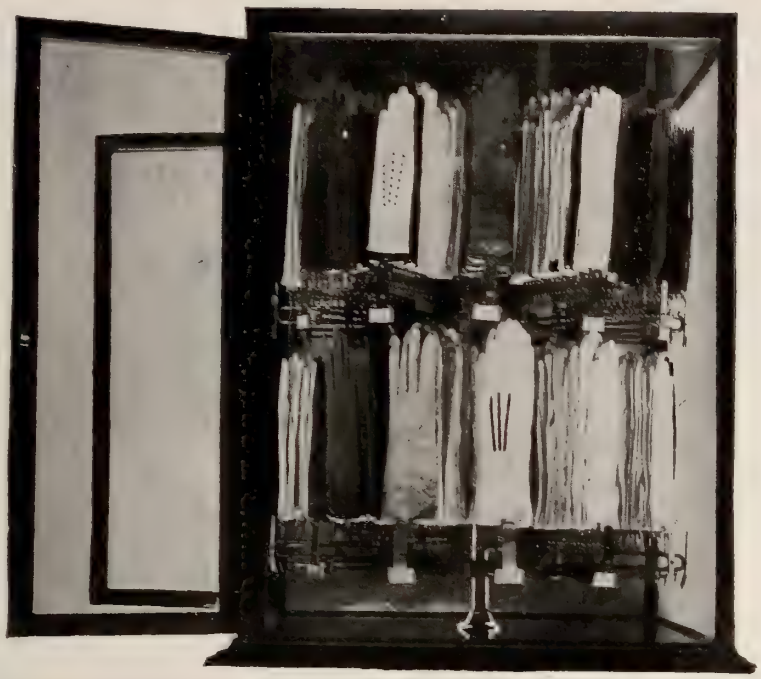


This invention relates to a pipe jack and includes an attaching and supporting bracket composed of a pair of metallic sections, other sections being bent to form an arcuate jaw, a straight portion continuing from one end of the jaw, and having an opening therein, a tubular receiving body continuing from the straight portion, ears projecting from the straight portion at the ends of the opening, another straight portion continuing from the opposite end of the jaw, the other section being bent to form an arcuate jaw, an offset hinged ear formed at one end of the last mentioned jaw, pivotal means engaging the ears for pivoting the sections together, a straight portion formed at the outer terminal of the last mentioned jaw, means detachably engaging the straight portions with the outer terminals of the jaws for releasably holding the jaws in clamping relation, and co-acting adjusting members, one of which is operably mounted in the tubular body. For information regarding Canadian patent, which is for sale, write

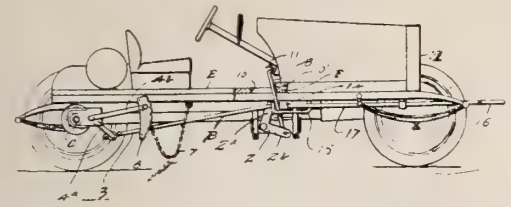
J. H. JONES, 309 Wash. Avenue., Etowah, Tenn., U. S. A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*



DISPLAY RACK FOR GLOVES. The present invention appertains generally to display racks, and aims to provide a device of that character constructed especially for displaying gloves in an effective manner, and enabling a selection to be conveniently made without the unnecessary handling of the gloves. This invention affords practical and efficacious means for holding and displaying various sizes, styles and prices of gloves or equivalent articles, to enhance the selection of the gloves, both by the salesman and customer. Canadian and United States patents for sale. Write Walter M. White, Rockymount, Virginia, U.S.A.



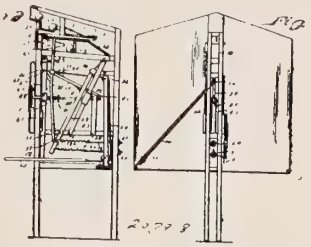
SAFETY STOP. This invention relates to a safety stop and consists of the combination with an automobile of a rockably mounted crank shaft extending transversely thereof in advance of and adjacent the rear wheels of the automobile, brake blocks mounted on said shaft and positioned to be lowered beneath and in front of said rear wheels, a bell crank lever, connections between one arm of said lever and the crank shaft for rocking said shaft, a vertically movable setting rod connected to the other arm of said bell crank lever, said rod being provided with a transverse groove intermediate its ends, a setting pin positioned for engagement into said groove for normally holding the rod in lowered position, a bumping bar projecting forwardly of the automobile and a tripping bar connected to said bumping bar so as to be forced rearwardly thereby, said tripping bar being positioned in front of and closely adjacent the setting rod so as to force the same rearwardly out of engagement with said setting pin upon rearward movement of the bumping bar so as to release the crank shaft and permit downward movement of said braking blocks into operative position, and spring means for retaining the setting rod in engagement with the pin. Canadian patent for sale. Write Harry C. Taylor, West Frankfort, Illinois, U.S.A.

SEALER TOP. This invention relates to tops for sealers, jars or the like, and consists in a novel means whereby the top for the jar or sealer is tightly compressed against the top of the sealer so as to make a perfectly air-tight connection. The object of this invention is to provide a sealer construction with a suitable top whereby, after screwing the top on, pressure can be exerted to the subsidiary top for still further tightening the connection between this subsidiary top and the sealer. Write Josiah Cowan, 571 Bethune St., Peterboro, Ontario, for full particulars regarding Canadian patent.



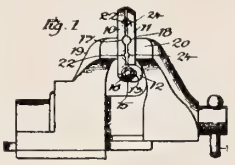
BICYCLE PUMP LOCK. This invention consists of a pump lock to hold a bicycle pump, comprising a clamp capable of being fixed to a bicycle frame, a lock fixed to the clamp, a cylindrical casing fixed to the clamp, a bushing in the cylindrical casing, a clamp yoke swingingly confined in the bushing, a catch pin made on the lock yoke, a spring confined on the lock yoke to constrain it normally downward, said bushing and cylindrical guide having a bayonet slot in which the catch pin is confined to hold the lock yoke in disengaged position from the lock. For full particulars regarding U.S. patent write Adolph P. Lundin, 149A Kithner Ave., Johannesburg, Transvaal, S. Africa.

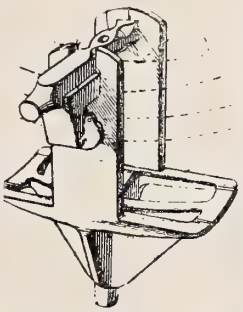




GAME APPARATUS. This invention relates to a game apparatus consisting of the combination of a pivotal spring actuated batting lever and locking and trip mechanisms for controlling the same, a ball chute traversed by the free end of the batting lever for discharging a ball therefrom, a closure for said chute yieldingly held in its chute closing position, a follower carrying a tilting closure actuating finger, and connections between the batting lever and the follower. Canadian and U.S. patents for sale. For full particulars write Norman Shupe, Box 405, Long Beach, Cal., U.S.A.

VISE CLAMP. This invention relates to vise clamps comprising co-acting head members having their confronting faces in constant parallel relation and including portions in spaced relation, one of said spaced portions having a slotted projection and the other spaced portion having an aperture, and a clamping means operating through the slot and the aperture, whereby the head members may be adjusted bodily toward and away from each other. Full particulars regarding Canadian patent can be had from William T. Plowhead, Middleton, Idaho, U.S.A.



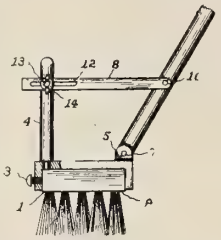


SAFETY AUTOMOBILE CHOCK. The invention consists of a metal ground engaging and pointed body having an upstanding pair of arms, which are arranged to straddle the rim and tire of the automobile wheel, one of arms having an opening for the reception of the hooked end of the locking bar, while the other has an open-ended slot for the reception of the other end of the bar. The last-named end of the bar has a depending loop for engagement of the shackle of a padlock. The said end of the locking bar has an opening through which the said loop passes and a depending protecting flange, which prevents tampering with the padlock. The centre of the bar carries a screw, which is arranged to be adjusted to bear on the rim, and thus permit the device to be adjusted to rims and tires of different diameters. A single demonstration should bring large and quick sales, with great profits to the maker. For further particulars regarding the invention and the terms on which rights under the patent may be obtained, address Fred Retterer, Harpster, Ohio, U.S.A.

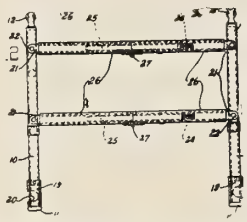
HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

PATENTS FOR SALE—*Continued*

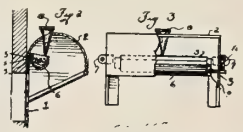
SCRUBBING BRUSH. The present invention relates to a handle for scrubbing brushes, and has for its object to provide a device of this character which embodies novel features of construction whereby the scrubbing brush can be manipulated by a person in a standing position, thereby avoiding the back-breaking labor which is incident to stooping over or getting down upon the knees. Full particulars, write Joseph M. Check, Box 152, Wilkes-Barre, Pa., U.S.A.



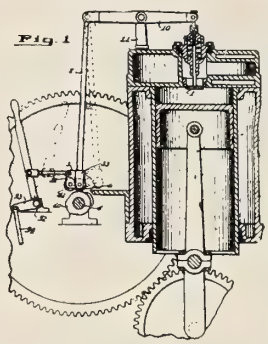
TELESCOPIC BED. This invention has for its object the provision of a bed which may be extended both laterally and longitudinally so as to be used by one or more adults or children as desired. A further object is to provide a bed which may be telescopically folded or collapsed when not in use, so as to occupy a minimum of space. Full particulars can be had from Franciszek Dudek, 309 Power St., Johnstown, Pa., U.S.A., who has Canadian and U.S. patents for sale.



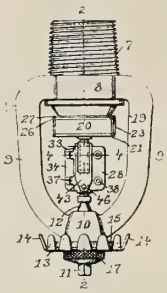
REGISTER. This invention relates to improvements in registers of hot air heating systems, and one of the objects of the invention is to provide means for making a more even distribution of the hot air coming from the register in the room. Another object of the invention is to provide means for moistening this air as it passes from the register. Canadian and U.S. patents are for sale. Write John Desjardins, Marinette, Wisconsin. U.S.A.

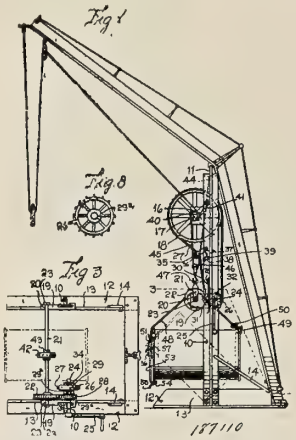


VALVE OPERATING GEAR FOR INTERNAL COMBUSTION ENGINES. This invention relates to a valve operating gear for internal combustion engines and consists of a valve operating gear comprising fuel injection, air supply, exhaust and starting air valves, a separate actuating head for each of said valves, said heads being connected, to be shifted together between neutral and operative positions, a rotative exhaust, air suction and fuel supply heads having cam rollers which are aligned in the direction of the length of the shaft, and the air starting and exhaust heads having cam rollers offset to one side in the same direction from the other cam rollers. Canadian patent for sale by Ernest V. Parker, 5115 Desmond Street, Oakland, Cal., U.S.A.



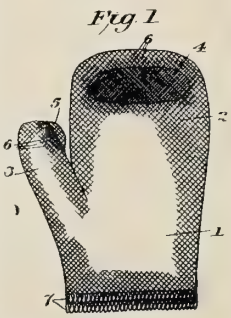
AUTOMATIC SPRINKLER. This invention relates to an automatic sprinkler, a valve supporting and releasing device consisting of two thrust rods and an intermediate roll, a shoe shaped to hold the thrust rods and roll, side extensions on the shoe, a plate over the thrust rods, roll and shoe, means for detachably hinging the plate to a side extension, and means for fusibly securing the plate to the opposite side extension. Canadian and United States patents for sale by Robert W. Newton, 189 Cass St., Providence, R.I., U.S.A.



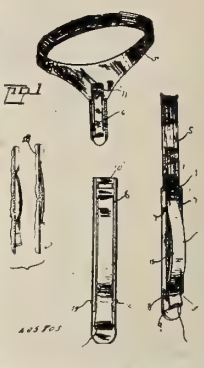


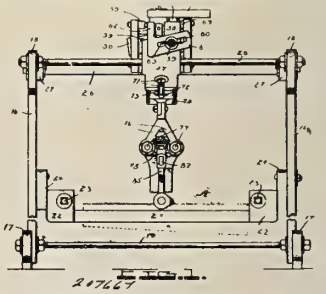
HOISTING MACHINE. This invention relates to a hoisting mechanism comprising a supporting frame including uprights and a crossbar, a winding shaft mounted on the frame, a tilting shaft, a cable on the winding shaft operatively engaging the tilting shaft to raise or lower it, means on the tilting shaft for engaging the article to be handled, seats carried by the supporting frame for the tilting shaft, means for rotating the driven shaft to raise or lower the tilting shaft, and means for rotating the tilting shaft to tilt an article supported thereby. Write Alonzo Ghent, Box 62, Helix, Ore., U.S.A., for full particulars regarding Canadian patent.

WOVEN WIRE MITTENS. This invention relates to hand-coverings or mittens, and has for its object, to provide an improved hand-covering to serve as a protection against heat and especially designed for use by bakers and domestics for removing hot vessels from ovens, without burning the hands. A further object is to provide improved means of additional protection near the ends of the fingers and thumb which come in direct contact with the heated vessel in grasping the same. Write Mrs. Clara P. Dubois, c/o Frederick V. Winters, 1133 Broadway, New York City, New York, U.S.A., for particulars regarding Canadian patent.

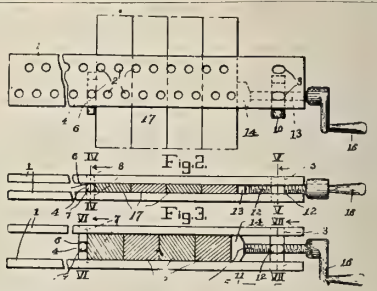


GARTER. This invention relates to a garter consisting of an attaching member, a fastening member connected thereto, said fastening member formed of a flat sheet of metal having its sides bent upwardly to within a short distance of the lower ends, said sides formed with annular openings adjacent their lower ends, a transverse opening disposed on the upper end of said fastening member between said sides, through which the fabric of the attaching member is passed for holding said fastening member thereto, a flat spring, lugs on said spring, said lugs being positioned in the said annular openings, said spring having a convex portion between its upper end and said lugs, and having a transverse bend coinciding with said lugs, the lower end of said spring being bent inwardly at right angles and having teeth at its end and a transverse concave portion in the lower end of said fastening member adapted to receive said teeth. Full particulars can be had from John Chrisholm, 30 Clairmont Ave., Montreal, Que., regarding Canadian patent.





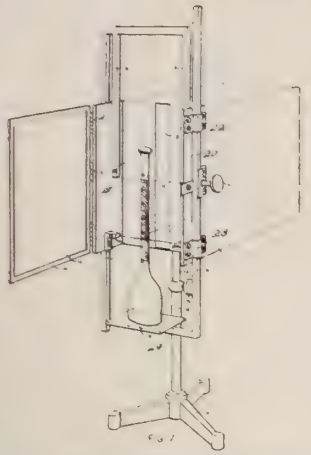
SAW FILING MACHINE. This invention relates to certain new and useful improvements in saw filing machines. The primary object is to provide a saw filing machine in which there is provided clamping means for holding a saw in position to have the teeth thereof filed and mechanism for supporting a file being shiftable relative to the saw to move the file into position for filing successive teeth. Canadian patent for sale by Frank Pysz, c-o Messrs. Jablonski & Siarkiewicz, 829 State Mutual Bldg., Worcester, Mass.



CLAMP. This invention relates to clamps for holding glued boards together until they become joined, and has for its object to provide a clamp of very simple and inexpensive construction which is easily adjustable to fit different thicknesses of boards as well as various numbers and widths of boards. For particulars regarding Canadian patent write Sebastian Gaul, care Frederick V. Winters, 1133 Broadway, New York City, New York.

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PATENTS FOR SALE—*Continued*



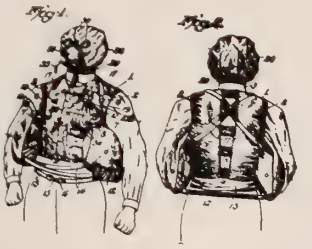
APPARATUS FOR ACCURATELY READING A MILK TEST BOTTLE. This invention relates to an apparatus for accurately reading a milk test bottle, and comprises a support, a housing carried thereby and having a lens and a ground glass, a shelf supported thereby adjacent the lens and adapted to support a test bottle between the lens and ground glass, means for vertically adjusting said shelf, a horizontal wire permanently attached to the support, a second horizontal wire, and means for vertically adjusting said second wire. For full particulars regarding Canadian and U.S. patents, write George E. Willmarth, 19 Garden St., Potsdam, N.Y., U.S.A.

NEEDLE THREADING DEVICE. This invention relates to improvements in needle threaders and consists in a means for holding the needle and a means for guiding the thread into the eye of the needle. The object of my invention is to provide a simple and inexpensive construction whereby needles of different sizes may be conveniently threaded in different compartments. For full particulars regarding Canadian patent write James Thom, 1861 William Ave., Winnipeg, Man.

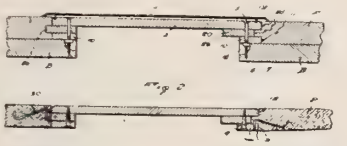




NON - REFILLABLE BOTTLE. This invention relates to a bottle which when filled and corked cannot be tampered with without breaking the neck thereof. A further object is to provide a bottle by which customers will at once know as to whether it has been refilled or whether it is the original filling from the user of the bottle. For full particulars regarding Canadian patent write Charles W. Sharp, 81 Chestnut Ave., Hamilton, Ont., Canada.

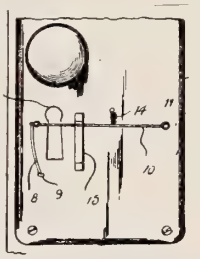


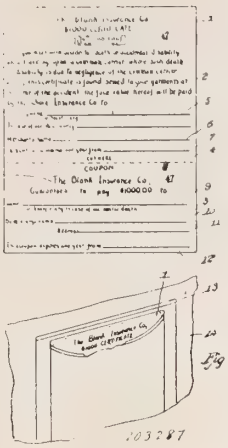
LIFE PRESERVER. This invention relates to a life preserver comprising a garment for the body of the wearer, flotation members fast near one edge to the opposite sides of the garment to be located under the arms of the wearer, and bands fast to the flotation members at points distant from the fastening of said flotation members to the garment and of a length to encircle the waist of the wearer. Write John P. Curley, Iron River, Mich., U.S.A., for full particulars regarding Canadian patent.



THRESHOLD. This invention relates to a threshold and consists in the combination with the threshold, of a plate below the same, and fastening means for connecting said plate and threshold in different selective positions of the plate with respect to the margin of the threshold. Write Adelard J. Dubee, 79 West Street, Glen Falls, N.Y., U.S.A., for information regarding his Canadian patent, which is for sale.

KEY HOLDER. This invention relates to improvements in key holders for doors and the object is to provide a novel means whereby the key when placed in the door will be held against dropping out or being pushed out from the opposite side of the door. A further object is to provide an inexpensive construction of this nature which can be put on door plates already in use. For particulars regarding Canadian Patent write R. J. Eckstein, 19 Strange St., Kitchener, Ont.

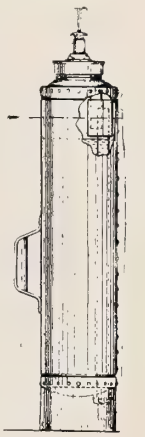




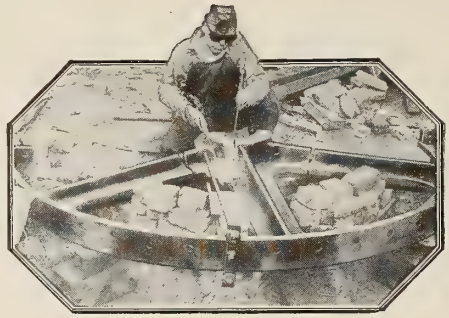
ACCIDENT AND IDENTIFICATION CERTIFICATE. This invention relates to a combined accident and identification certificate or policy, the object of the invention being to provide a policy which may be issued by a merchant to a customer purchasing a suit of clothing or other similar article, and which may be attached to one of the garments worn by the insured, whereby the policy may be readily and conveniently carried for inspection or display and protected against loss or displacement, and whereby in the event of the accidental death of or injury to the insured the policy may be found attached to his person for ready liquidation, and also to serve as a means of identification of the person insured thereby. Full particulars can be had from F. J. Rogers, 1307, 14th St., Parkersburg, W. Va., U.S.A. Canadian and U.S. patents for sale.

TOP SPINNER. The object of the invention is to provide a simple and efficient means for communicating spinning movement to a top without the inconvenience and effort incident to winding a spinning cord upon the spindle thereof and serving as a means whereby the top may be spun successively without intermediate preparation of the spinning device. Full particulars can be had from James D. Lytle, 2622 Baltimore, Md., U.S.A.

FIRE EXTINGUISHER. The present invention has for its object to prevent the discharge of liquid from within the casing of such extinguishers through the discharge pipe, when the casing is subjected to movement as for example when mounted on vessels, motor vehicles or trains. Canadian and United States patents are for sale, and full particulars can be had from The Minimax Limited, Feltham, Middlesex, England.



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PWC-527

Annual Meeting Held

Financial Report of Canada Foundries & Forgings, Limited, is Presented

A decrease in net income in 1920, as shown in the annual statement submitted to the shareholders, and numerous changes in the personnel of the directorate, were the chief features of interest at the annual meeting of Canada Foundries & Forgings, Limited, held in Brockville on February 22nd. Among the latter are revealed several new names, while other former officials now resume their old positions.

According to the statement for the year ended December 31, 1920, net profits for the twelve months amounted to $39,979 which, augmented by $77,496 interest from investments, brought total income for the year up to $117,475, compared with $242,062 in 1919, and $612,117 in the 1918 period.

After allowing for the usual deductions, including bond interest and other miscellaneous expenses, but before the payment of 7 per cent. dividends on the preferred stock, there remained a balance of $90,861 as at the end of December last, against $169,915 in 1919 and $351,825 in 1918, the latter figure being arrived at after the deduction of $100,000 transferred to contingent reserve. The 1920 balance referred to includes a readjustment of the value of machinery, which was increased by $54,585.

The balance available for application to preferred dividend requirement was equivalent to approximately 8.6 per cent. on the $960,000 of senior securities of the company outstanding. After disbursing the full year's dividends on the preferred there remained the amount of $15,053 to apply on the common, or equal to about 1½ per cent., against 10.7 per cent. in 1919, some 40 per cent. in 1918, and 54 per cent. in 1917. In the three last-mentioned periods dividends at the rate of 12 per cent. per year were paid on the common; in 1920 three payments of 3 per cent. each and one of 1 per cent. were made. Since the last disbursements payments have been discontinued.

Surplus carried forward into the 1921 accounts, according to the preliminary figures at hand, amounted to $1,204,275, against $1,285,221 at the end of the previous period and $1,297,706 in 1918.

Among the changes in the Executive of the enterprise is to be noted the return of W. M. Weir as president in succession to T. J. Dillon, whose resignation was announced a few days ago. The board now stands as follows: Wm. M. Weir, president; Hon. George P. Graham, vice-president; Hon. W. J. Shaughnessy, Montreal; Lt.-Col. C. M. Monserrat, Ottawa; W. T. Sampson, Gananoque; Lt.-Col. C. W. McLean, W. D. Robb and B. F. Conway, Montreal; James Arnold, general manager, Brockville, and J. M. Briggs, Brockville, the latter being also secretary-treasurer.

The retiring members of the board are: T. J. Dillon, Welland; Henry Bertram, Dundas; Lawrence Chamberlain, New York; John T. Dillon, Buffalo; S. J. Lehuray, Montreal; J. A. Mackay and Colin O. Cameron.

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SPRINKLER TANKS

in Zero Latitudes

The illustration shows a 40,000-gallon Sprinkler Tank on a 75-ft. Tower manufactured by us and erected on the premises of The Pas Lumber Company at The Pas, Manitoba.

The Pas is on the 54th Parallel or approximately 650 miles north of the Parallel on which Toronto is situated, and the weather conditions are very severe.

We recently received a letter from The Pas Lumber Company, who are large manufacturers of Manitoba and Saskatchewan White Spruce Lumber, to the effect that this "TORONTO" installation is giving them entire satisfaction.

"TORONTO" Tanks are built in all sizes and shapes. They are giving efficient service all over Canada and they can give you the same satisfaction.

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Back in 1873, William D. Ewart, the founder of the Link-Belt Company, invented the first chain having detachable links. He called it Ewart Link-Belt. From that time on, the original has been manufactured by the Ewart Works of the Link-Belt Company, and the Canadian Link-Belt Company, Limited



Our product always has been and is to-day recognized as the standard. We offer the widest variety and the most extensive available stocks.

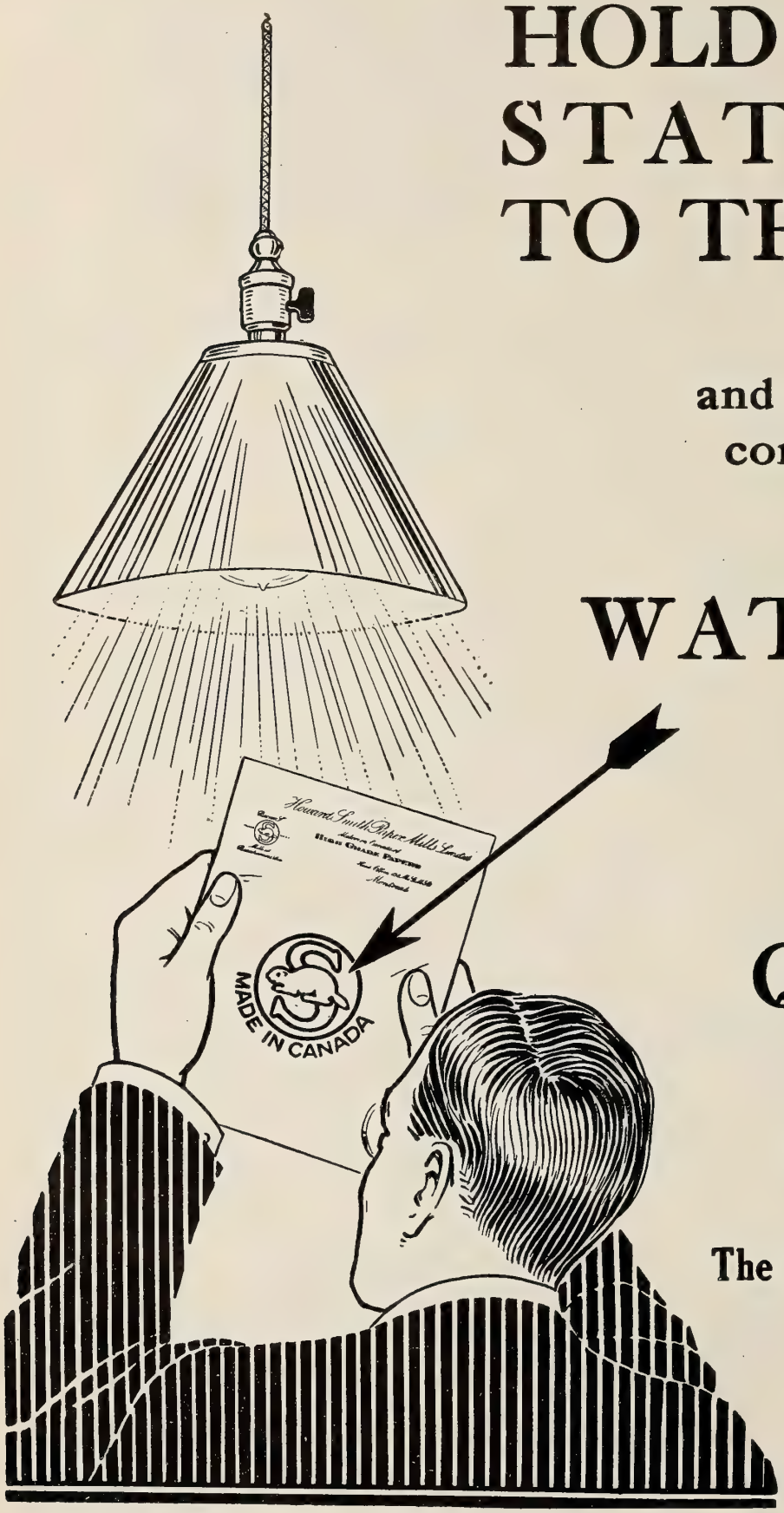
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OFFICE AND FINANCE

What the Office Manual Will Do*

Assists Both the Management and the Employee—Points Regarding Its Use, Contents and Enforcement—The Question of Vacations

By ALAN M. IRWIN

IN the days when Bob Cratchit "scratched away with his pen" in the little "tank" which formed his section of Mr. Scrooge's office, an office manual was unnecessary. Scrooge knew when Bob was there! He most certainly knew when he was late—as lovers of the "Christmas Carol" will remember. And Bob, on the other hand, being the whole office force, required no book of directions.

The change from those times, with its increase in the number of articles manufactured and merchandised, its increased production and consumption, is naturally reflected in the size of the office. It is more often the case that the owner of the business, to maintain the parallel with Dickens' character, knows only one or two members of the staff.

It is in the large office that the printed book of regulations is effective. In the small concern, where all are in close touch with the management, personal instructions with regard to procedure may be easily given.

Larger businesses, where staffs of from fifty to one hundred or more are maintained, find it expedient to formulate a standard of practice. To place this intelligently before the employees and to standardize the routine in branch offices, a handbook is compiled containing complete WRITTEN instructions, rules and so forth. This handbook is known as the Office Manual

Function of the Manual.

It's function is to take the place of verbal, easily forgotten instructions and to provide a handy ready reference of office procedure, routine and the rules which are in force.

In the army ignorance of regulations is not considered an excuse, yet the majority of the rank and file never see K. R. & O. (King's Regulations and Orders). In the office the same rule cannot be permitted to apply unless the rules and regulations are in possession of each member of the staff.

The first essential then is the drafting of a set of regulations, the co-ordination of the details of routine, in their proper incidence, and the explanation of the duties and authority of the various members of the organization.

"The Office Manual is a valuable assistant to the manager. It saves his or his assistant's time when a green hand is to be broken in. It points out to the employee the road to travel. Publication of such a booklet gives the manager a firm stand when dealing with infractions of rules, and makes the employee realise that 'this is an up-to-date firm,' where the experimental phase has been passed, and where there is established a standard to which he must live up."

Compiling a manual is not a task to be attacked single-handed by the Office Manager. It is one that should be the work of a committee of the various executives.

Each phase of the booklet should be prepared by, say, the manager of each department and his assistants. The whole thing should then be edited and whipped finally into shape by the committee.

An opportunity is given for the education of the new employee in the ideals and ultimate object of the firm's activities in the introductory paragraphs. Here the firm is introduced to the employee and may build for itself lasting good-will. It can make the newcomer feel welcome. It can show him that there is a place in the organization for him.

The concluding paragraph of the introduction to the Office Manual of Marshall Field & Co., of Chicago, reads as follows:

"We wish you to see, back of these rules, our earnest desire to conduct this great institution in the most harmonious manner; we give you the benefit of long experience; to save you the retracing of unguided steps, to enable you to grow in the knowledge of sound business principles and thus to become a credit to yourself and the house."

Following the introduction may come a brief history of the firm or corporation, as the case may be.

The third section will give a general outline of the work of the house, the different phases of its affairs.

A list of the officers and executives should follow and where practicable, that is in an office where the personnel remains comparatively stationary, there should also be included a list of all employees and their duties. It takes away from the impersonality of the office when the Traffic Manager is known to all as Mr. Dickens rather than by his title.

Brief descriptions of the functions of each department form a section of great educative value. After reading this through and thoroughly familiarizing himself with the information contained therein, the new employee can better understand how his work fits in with the scheme of things.

Important from a disciplinary standpoint is the section dealing with office instructions and information. This chapter contains the rules with regard to attendance, punctuality, conduct, etc., and after a careful study of this the newcomer is conversant with the hours of arrival and departure and may be held to account for tardiness, non-attendance, etc.

The following examples are culled from "Office Management," published by the Alexander Hamilton Institute. These rules, representing the collective opinions and study of recognized experts may be accepted as a standard.

The office hours are: weekdays from 8.45 a.m., to 12.30 p.m.; in the afternoon from 1.20 to 3.20 and from 3.30 to 5; Saturdays from 8.45 a.m. to 12.45 p.m. In July and August, the hours on Saturday are from 8.45 a.m. to 12 noon. . . . The offices are open from 7.30 a.m. to 6 p.m., after which hour no employee may remain in the office without permission from a Senior or Junior Officer."

The Vacation Question.

A list of holidays which are generally observed follows and then the question of vacations is treated in a concise manner. To quote the same authority again:

"Vacations may be taken from July 1st to September 15th, and each employee who has been with the company six months receives two weeks off with pay. Those who have been employed three months receive one week.

"Chief Clerks and their assistants have first choice as to when they will take their vacations. Assistant staff secretaries and junior officers may take their vacations between June 1 and October 1; Junior Officers have three weeks' vacation. Employees who have been engaged less than three months may take a weeks'

* Reprinted from "Business Methods" for December, 1920.

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Rest - - - - $22,000,000
Undivided Profits, $1,251,850
Total Assets - $560,150,812

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In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
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THE CANADIAN BANK OF COMMERCE

Capital Paid Up, $15,000,000
Reserve Fund, $15,000,000

603

vacation at their own expense, unless the pressure of work is so severe that they cannot be spared."

More particular instructions may be given under separate sections relating to specific departments; they should, however, be included in the make-up of the general manual. By this means, practice in every branch of the organization is known generally, and transfers from one section to another are simplified.

The Vocational Branch of the Department of Soldiers' Civil Re-establishment in Toronto instructs its stenographers as follows:

"*Paragraphing.*—Every paragraph should be started at figure 25 on the standard scale or fifteen spaces from the left margin of the letter.

"*Identifying Letters.*—Stenographers and typists will always put in the lower left hand corner of the letter the initials of the person dictating the letter, followed by their own: ABC/XY.

"*Erasures.*—Nothing detracts so much from the general appearance of a letter as erasures. Anything that detracts from neatness leaves a bad impression.

"When, for the sake of economy or time, erasures are necessary, these should be made with all neatness possible. Corrections, should invariably be made on carbon copies as well. In order that time may be saved in searching for a rubber, it is advisable to attach this to the machine by means of a string."

The manual offers a splendid opportunity for the passing on of good advice in connection with deportment in the office, tidiness in desk habits and personal neatness.

Suggestion systems, the workings of the merit and demerit plans, the use of rest rooms, explanation of lunch room facilities, use of the telephone for personal calls; all these subjects may be included in the manual.

One essential is the inclusion of fire instruction. These should be set forth clearly and concisely, giving complete directions for the turning in of an alarm, notification of fire marshals (members of the office force in charge of fire organization), procedure in the case of fire, fire warnings, exits, use of the stairways, elevators and fire escapes.

Office managers at times find that enforcement of rules is hard to accomplish on account of ignorance. This excuse goes into the discard when each employee is in possession of a rule-book. All members of the staff are, or should be, fully conversant with the regulations and when necessary disciplinary action is taken, no feeling of injustice is engendered in the mind of the culprit.

Clerical work presents an almost unique problem to the cost accountant. With the exceptions of typists and dictaphone operators it is almost impossible to instal a system of payment by results. Even in these cases the volume of work depends upon the correspondents of executives and cannot always permit of absolute fairness of operation.

Therefore some other arrangement has to be made to assure the management of a sufficient return for the weekly or monthly salary paid. The time-clock, of course, is of value, but this accounts only for the attendance record. Quality of work, attention to business, resourcefulness and extra effort or their opposites, however, may be taken into account by the merit and demerit plan, and in this way, payment may be made to coincide to a great extent with the value of the individual. By the application of this system the rules set forth in the manual may be enforced and an efficient staff ensured.

To quote again from "Office Management":

"The merit system has been established to encourage and reward good work, and to discourage and penalize anything that intreferes with good work."

Merits are generally awarded for punctuality, error-free work, quantity of work and desk tidiness. Demerits naturally are earned by lateness, carelessness, low quality or quantity of work, untidiness or insubordination.

The qualifications given above may represent whole merits or fractional parts thereof—it does not matter.

Various systems have various local arrangements, but the principle is the same.

Suggestions which are of value, whether recognized or not in other ways, count in the merit system. At the end of the year, when salary revisions are due and promotions are being considered, the office manager's personnel file, containing the merit and demerit totals of each individual, gives a record in black and white that guides him in recommending increases, and reference to it when higher positions become vacant, show those who are deserving of advancement.

To make it apparent to the employee that his record is being watched, it is customary to have a scale by which a certain percentage of merits over demerits is rewarded. The higher this percentage is, the higher the amount will be.

This not only brings home to the employee the fact that he is paid what he earns, but also forcibly points out, when the balance is unfavorable, that rules are made for observance.

The Office Manual is a valuable assistant to the manager. It saves his or his assistant's time when a "green hand" is to be broken in. It points out to the employee the road to travel.

Publication of such a booklet gives the manager a firm stand when dealing with infractions of rules, and makes the employee realize that "this is an up-to-date firm," where the experimental phase has been passed and where there is established a standard to which he must measure up.

A Record Year

Net Earnings of Howard Smith Paper Mills, Limited, Show a Large Increase

The annual statement of the Howard Smith Paper Mills, Limited, for the twelve months ended December 31st last, discloses earnings of the enterprise at a record level, net profits for the year being $1,089,898. This compares with $704,261 in the 1919 period, the latter figure representing the earnings of the Howard Smith Paper Company and those of the Toronto Paper Manufacturing Company for the full twelve months, so that the 1920 increase amounts to $385,657.

After deducting bond interest and preferred stock dividends, which totalled considerably higher than in 1919, owing to the capital reorganization of the company, and the acquisition of the Toronto Paper enterprise, there remained a balance of $891,898, applicable to the increased common stock outstanding, or equivalent to 30 per cent. on the average of year.

Concurrently with the mailing of annual financial statement and the directors' report of the year a circular announcing new financing on the part of the company is going forward to shareholders. For the approval of the latter there will be submitted at a special meeting to be held next month a by-law to permit of the directors creating an issue of $7,000,000 7 per cent. 25-year, first refunding mortgage sinking fund bonds. Of this amount it is proposed to issue $1,000,000 at once, the proceeds of which will be utilized to provide additional working capital and means for further extensions.

A Successful Year

Turnover of St. Thomas Packing Company, Limited, Shows Increase of Fifty Per Cent.

The annual financial statement, presented at the twelfth annual meeting of the St. Thomas Packing Company, Limited, on January 5th, showed the company to have enjoyed during 1920 the most successful year in their history, with a total turnover of $1,005,000, which is an increase of 50 per cent. over 1919. A dividend of 7 per cent. was declared for the year.

Owing to the increase in business, the company have found it necessary to increase their capitalization from $250,000 to $1,000,000, and $300,000 worth of 7 per cent. guaranteed preferred stock is being issued.

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PELEG HOWLAND, President

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Accounts of Merchants and Manufacturers solicited.

HEAD OFFICE - TORONTO 46

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Merchants Bank
of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital	$ 10,029,622
Reserve Fund	9,475,585
Total Deposits (Oct. 30th, 1920) over	170,000,000
Total Assets (Oct. 30th, 1920) over	209,000,000

President: Sir H. Montagu Allan, C.V.O.
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

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The Rag Receiving Room

"From Rags to Writing Paper"

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Expert grading of rags ensures superiority of paper stock.

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Limited MONTREAL

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High Grade Paper Makers Since 1882

Profits Have Increased

F. N. Burt Company, Limited, Have Most Prosperous Year in their History

An industry which has entered a most prosperous period since the close of the war is the F. N. Burt Company, Limited, of Toronto, whose annual report for the year ended December 31 last has been mailed to shareholders. This shows profits of $842,712, compared with $795,714 in the previous year, the profits having been arrived at, as President S. J. Moore points out, "after writing down inventories to present replacement values." "The shrinkage has been charged off in the year's operations," Mr. Moore adds. "In view of this, it is gratifying to be able to report that the profits are the largest in the company's history."

Taking advantage of the conversion privilege, a large block of preference stock has been converted into common, the common stock now amounting to $1,278,700, compared with $858,500 a year ago, while the preferred has been reduced to $1,476,500 from $1,866,700. The inducement was the increase in the dividend on common from 8 to 10 per cent. on October 1 last. Dividend payments on both classes of stock amounted to $214,132, or about one-third of the year's profits. All dividends were paid in New York funds.

Even after writing down, the company's inventory is still higher, merchandise amounting to $1,186,587, compared with $991,609 a year ago. The profit and loss balance carried forward is $984,857, as against $713,044, an increase of $271,000. Quick assets have increased from $1,671,710 to $1,938,003, while current liabilities were reduced from $676,021 to $559,948.

"Incoming business fell off during the last quarter, but we have entered the year 1921 with a substantial amount of orders on hand and look for a satisfactory volume of profitable business," the report concludes.

Earnings Greatly Increased

Annual Statement of Brompton Pulp & Paper Company, Limited, Shows Record Year

The annual statement of the Brompton Pulp & Paper Company, Limited, for the year ended October 31st, 1920, shows a record year of business and a material increase in earnings.

Profits for the year amounted to $1,853,588, a gain of nearly 70 per cent. over those for 1919, when the figure reached $1,098,337, and compares with $1,051,274 in the 1918 statement. After deducting $235,122 for depreciation, against $188,499 in 1919, together with bond interest and preferred stock dividends, there remained a balance available for application to the common shares of $1,340,886, compared with $687,383 in 1919, and $637,274 at the close of the preceding twelve months' period.

The results of the year in this respect were equivalent to $9.57 per share on the outstanding 140,000 shares of no par value for which the old securities were exchanged earlier in the year. In 1919 the company earned 9.8 per cent. on its common capitalization, and 9.1 per cent. in 1918.

After disbursing among shareholders the sum of $665,000 during the year, against $350,000 in the two previous years, there remained a surplus of $675,886 to carry into the current year's accounts, compared with $337,383 in 1919, and some $50,000 less in 1918.

The balance sheet portion of the statement reveals a highly comfortable financial position, current assets exceeding liabilities of a similar character by well over $2,000,000 despite the extensive additions to the East Angus plant of the company in process during a period. A bank loan of $375,000 which appeared in the exhibit of a year ago was wiped out altogether, and in addition, the company was able to add the substantial sum of $372,326 to its investments during the year, bringing those up to $1,721,418. Cash holdings, also, are shown at $244,111 in this year's statement, against $83,831 as at October 31, 1919.

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Medicine Cabinets,
Everything for the Bathroom.
Write for Catalogue C and Price List.

Profits Are Reduced

Belding, Paul, Corticelli, Limited, of Montreal, Issue Annual Statement

For the year ended November 30th last the profits of Belding, Paul, Corticelli, Limited, of Montreal, have suffered a decline of 39 per cent. from the figures shown by the 1919 statement. Profits for the year amount to $262,152, compared with $429,260 in 1919, a decline of $167,108. After the usual deduction for sinking fund, interest on debentures, depreciation, and writing off $50,000 for additional provision for inventory depreciation, as well as the payment of eighteen months' dividends on the preferred stock—the arrears on which were cleared off in the period—there remained for application to the common stock the sum of $30,428, as against $210,325 in 1919, and $68,336 in the previous twelve months. The year's result in this respect was equivalent to slightly over 4 per cent. on the junior securities, compared with approximately 28 per cent. in 1919.

After all deductions there remained a surplus of $25,428 to be carried into the current year's accounts, against $50,325 at the close of the 1919 period, and $38,336 in 1918. The amount standing to the credit of profit and loss account, as at November 30th last, was $363,565.

The balance sheet discloses an excess of current assets over current liabilities of $736,578, compared with $850,340. Among the liabilities, accounts and bills payable were almost double those of the previous year-end, the figures being $1,023,138 in 1920, and $558,226 in 1919. A new item of $510,000 appears in the 1920 statement covering advances from the company's bankers

In his report to the shareholders President Dawson states that the outlook for the year 1921 is somewhat obscure, "but your directors are hopeful that trade conditions will improve as the year advances."

Net Earnings Decline

Annual Financial Statement of the Dominion Bridge Company, Limited

A falling off in net earnings is shown in the financial statement of the Dominion Bridge Company, Limited. The report shows that net earnings available on the capital stock amounted to $964,530, as compared with $1,343,305 in the year ended in 1919. The 1920 net earnings are equivalent to 14.84 per cent. earned on the $6,500,000 stock outstanding, as compared with 20.66 per cent. earned in the previous year.

While the past year has been a lean one as compared with the war years, when the earning power was very large, the eight per cent. dividend was earned a little less than twice over.

The total profits for the year before deductions amounted to $1,125,892, as compared with $1,640,531 in the previous year. The liquid position of the company has been improved, current assets exceeding current liabilities by $5,137,965.

A Satisfactory Showing

Provincial Paper Mills, Limited, Close Year with a Substantial Surplus

A satisfactory showing is made by the Provincial Paper Mills, Limited, for the year 1920, although direct comparisons are not possible owing to the fact that the figures of the last year for the first time include those for the Port Arthur Pulp and Paper Mills, taken over some time ago but for a while operated as a separate unit. The company closed the year with large liquid assets and a substantial surplus for the year.

The profit and loss statement shows profits for the year after allowing for 1921 war tax, of $1,225,775.

During the year some $200,000 was set aside for depreciation on buildings and plant, against $75,000 in the previous year, and after paying preferred dividends and all other charges, there was available for common dividends some $890,903, against $223,408. Some $257,500 was paid in common dividends, against $90,000 in the previous year, and there was a surplus for the year of $633,403, against $133,408 in 1919.

The balance sheet of the company shows a good cash condition. Cash on hand totals $315,166, against $110,902, and accounts receivable are set down at $811,600, against $435,612. Victory bonds at market are placed at $396,800, against $15,000. Current assets aggregate $1,791,052, against $1,260,585, and surplus of current assets over current liabilities exceeds one million dollars.

Of course, as all the above comparisons are the figures of the consolidated operations in 1920, against the operations of the paper company alone in 1919, they cannot be taken as actually comparing the same scope of operations, but can only be taken relatively.

Canada Cement Company

Shortage and Increased Cost of Coal Reduce Profits for 1920

Earnings applicable on the common stock at the rate of 3.1 per cent. are shown in the financial statement of the Canada Cement Company, Limited, for the year ended December 31, 1920. During the year the company paid the full six per cent. dividend, which necessitated a drawing from surplus of $525,887 in order to permit the writing off of a proper amount for depreciation, which last year amounted to $810,491, against $1,149,584 in 1919. During that year, the write off for depreciation was permitted after the common dividend had been paid by the withdrawal from surplus of $241,666, so that in the past two years the company, in order to pay the common dividend, and at the same time allow for a proper depreciation reserve have drawn from surplus the sum of $767,553. This has resulted in helping to reduce the surplus account from $2,677,643 at the end of 1918 to $898,972 at the end of last year.

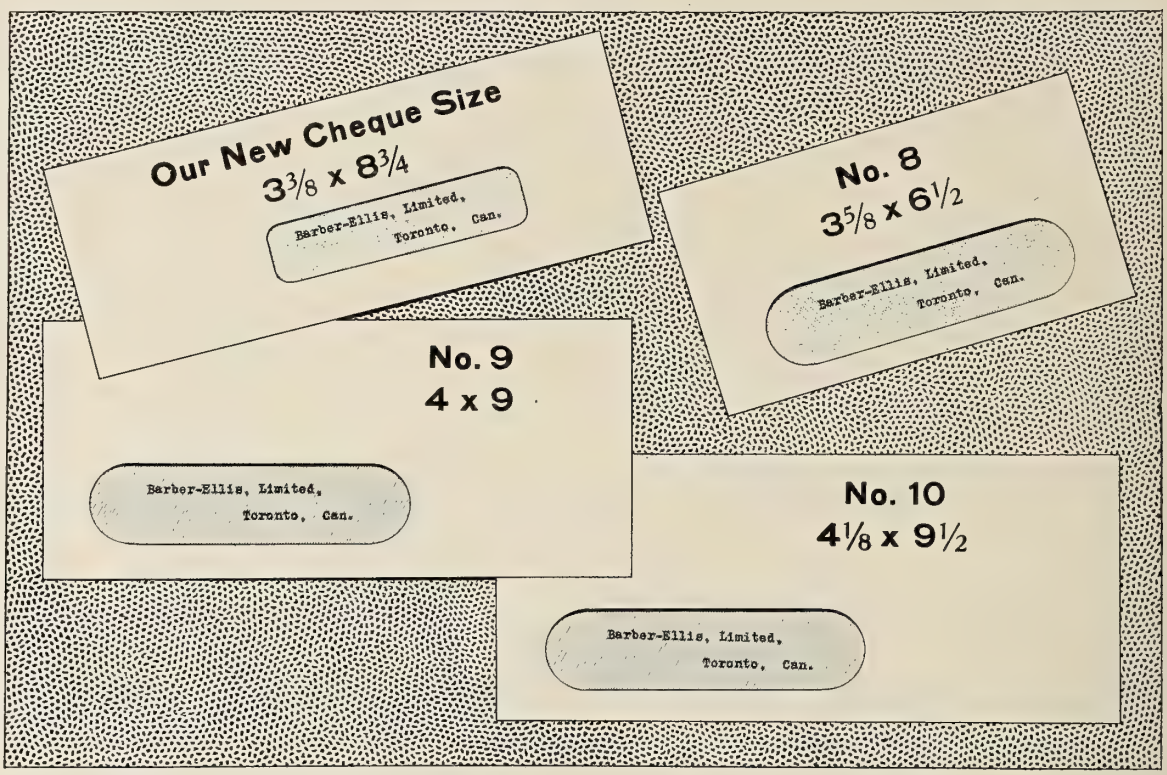
Net earnings last year before depreciation, etc., were down 22 per cent. from the preceding year at $2,362,742; depreciation allowance was $330,000 smaller, bond interest $18,000 smaller, and the balance left for common dividends amounted to $424,630, or, as stated, 3.1 per cent.

In his address to shareholders the president says that the inability to obtain coal was greatly responsible for the smaller business. Also among the expenses an increase of 54 per cent. in coal cost and 145 per cent. increase in labor are mentioned. All items that go into operating expenses increased on an average 196⅔ per cent., while the selling price of cement increased 90 per cent.

The company's balance sheet contains among other changes a reduction of $900,000 in investment account, and an increase of nearly $2,000,000 in inventories, with a new item in the liability side of the account of $275,000 bank loans. Accounts receivable are up $250,000, and call loans are down $40,000. Accounts payable have been increased $1,500,000 to $1,949,475. Total assets show slightly more than $1,000,000 increase over the preceding year.

Minard's Liniment Co., Ltd., held their annual meeting at their offices in Yarmouth, Nova Scotia, on January 28th, with John D. Kirk, president of the company, in the chair. The financial statement showed a successful year's business and prospects at the beginning of 1921 indicate another good year. John D. Kirk was re-elected president of the company; S. P. Goudey is vice-president, and W. L. Rogers, L. C. Gardner and B. G. Burrill were elected directors.

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Lever Brothers, Limited

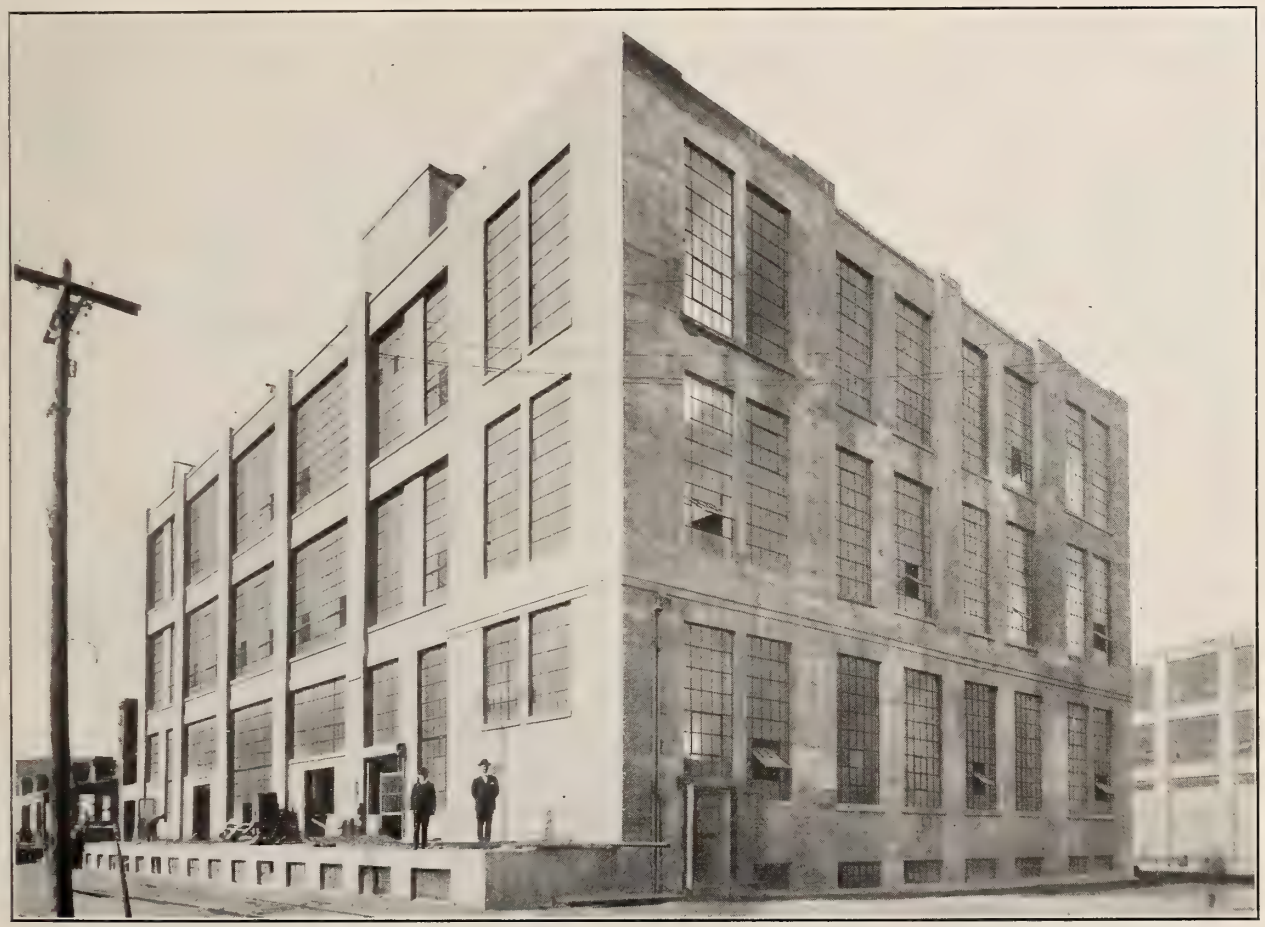
Two Large Buildings Added to the Sunlight Factory in Toronto

The additions to the Sunlight factory of Lever Brothers, Limited, at Toronto, consist of two large buildings—commonly called the "North" and the "South." The former opens directly on to Eastern Avenue, while the latter is considerably nearer the lake. It has been decided that, for the time being, the buildings will be only three storeys in height—the North 140 feet long by 80 feet wide, the South 120 feet long by 80 feet wide. Plenty of room has been left for extension, however, for it is intended that each building shall eventually be six storeys in height and 320 feet long by 80 feet wide.

The additions are built of reinforced concrete throughout, with special granuloid floors, and every room practically enclosed in glass. Downstairs in each building the space from floor to floor is 18 feet, while on the other storeys the space is 14 feet. Thus, on account of their great height, the rooms are exceedingly bright, airy and pleasant for work. The heating system is excellent, for not only are there floor radiators in each room, but on the top storey there are roof radiators as well. All of these can be controlled individually or by sections. There is an elevator of the most modern make in each building and also spiral conveyors running from floor to floor for the purpose of "feeding" each storey. Every precaution has been taken against fire—metal doors, fire extinguishing apparatus and emergency exits.

The main floor of the North building will be used as a shipping department. Two car sidings run into the building on the east side, and in this way it will be possible to load the goods directly on to the cars. On the north side there are two entrances for trucks and waggons. Metal roller doors, operated by electricity, close all four openings. On the south and west this building connects with the shipping department and the toilet department in the old factory, while a gravity conveyor runs directly across to the South building.

The second floor of the North building is to be entirely given over to the production of toilet goods, while the third storey will contain separate dining rooms for the staffs working in the factory, a rest room for the women, a kitchen, and a department for fancy card box-making. Cafeteria counters are to be run along the north end of the room, with the cashier's desk where both counters terminate and separate entrances for the men and women. The women's wash-



The New South Building at the Toronto Plant of Lever Brothers, Limited. The New North Building is Similar in Design

room is on the second floor, close to the stairs, so thus the women employees are enabled to go directly from there to the dining room or rest room, which are both on the stair side of the third storey.

There are prospects of the top of the North building being made into a roof garden, with easy chairs, palms and all manner of conveniences, for the benefit of the Sunlight employees. A splendid view can be obtained from this vantage point—not only of the entire Sunlight works, but also of Lake Ontario and the city of Toronto itself.

The South building is much after the plan of the North, but will, however, be used entirely for manufacturing purposes. It contains a basement 14 feet deep, which will, when finished, be completely filled with storage tanks for oils, etc. On the first floor there will be wash rooms and locker rooms for the men and women and also the offices of the works manager and others. The other two storeys will be used for manufacturing only.

As a final summing up it might be said that the new additions, both inside and out, are being done in true Lever style. Efficient modernity has been the watchword of those who planned the buildings, and this has been carried out in every part down to the minutest details. Nothing has been omitted, but neither is there anything superfluous. When finished, every room will be fitted out in the most up-to-date manner and will contain every possible convenience for the benefit of the Lever Brothers' employees. Plans are also under way to add recreation rooms, a surgical room and a library in the near future. The staff have already shown that they are more than willing to take full advantage of the quarters provided for social and other functions and thus "do their bit" towards spreading the spirit of co-partnership throughout the firm.

Gatineau Company, Limited

Final Details of Large Pulpwood and Timber Merger are Completed

The Gatineau Company, Limited, owned and operated by the Riordon Company, Limited, have formally taken over the business carried on by W. C. Edwards & Company, Limited, at their New Edinburgh mills, Ottawa, states the *Canada Lumberman*. Carl Riordon, president of the company, F. B. Whittet, accountant, and V. Drury, of the Royal Securities Company, Montreal, were in Ottawa lately attending to the final details of the transfer, which aroused no small interest when the gigantic $60,000,000 merger of the vast pulpwood and timber holding and other properties of the W. C. Edwards & Company, Limited, and Gilmour & Hughson, Limited, with the Riordon Pulp and Paper Company, Limited, was consummated last May. The value of the Gilmour & Hughson, Limited, property, approximates $3,500,000, and that of W. C. Edwards & Company, Limited, more than $8,000,000.

Most of the office staff and other employees of W. C. Edwards & Company at New Edinburgh will continue in the employ of the Gatineau Company, Limited, of which Sam Thompson, former sales manager of W. C. Edwards & Company, Limited, will be manager.

W. C. Edwards & Company, Limited, who also own Watson & Todd, will continue in the wholesale lumber business, and will still be identified with several large manufacturing lumber concerns. Their new office, however, will be in the Rideau Club Building, Ottawa, and their capitalization is $4,000,000. The following are owners and directors: W. W. Humphries, E. R. Bremner, N. F. Wilson, Col. C. M. Edwards, John A. Cameron, and Gordon C. Edwards.

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New Branch Factory

McIlroy Belting Works of Canada, Limited, Are Located in Kingsville, Ontario

At Kingsville, Ontario, a new branch company, the McIlroy Belting Works of Canada, Limited, expect to be in full operation by March 1st, employing at the start from twenty to thirty hands. The Canadian company are a branch of the McIlroy Belting & Hose Company of Hammond, Indiana, who for the past eighteen years have been manufacturing solid woven and stitched canvas belting, exporting their products throughout the world. They also manufacture fire hose.

The McIlroy Belting Works of Canada will manufacture the same products as their parent company. Their main product will be the "Rubber-ite" stitched canvas belting. This is folded and sewed in the same manner as all classes of stitched canvas belting, but the finishing process is the exclusive property of its makers. It consists of impregnating the belting with a preservative compound made from mineral rubber and known as "Elaterite." The process, the manufacturers claim, makes the belting absolutely waterproof and also proof against heat, oils or acids.

"It is the intention of the McIlroy Belting Works of Canada, Limited," writes F. B. McIlroy, the president, to INDUSTRIAL CANADA, "to cater to the Australian and South African business. This is a business the United States factory had for a great number of years, but the recent war brought around changes, and those British provinces for the past two years have preferred buying British-made goods. One object in establishing the Canadian factory is to regain that business."

The firm will also cater to the large jobbing business in Canada and will go direct to the cement plants in the Dominion to secure their business in belting for transmission and conveyors. The company have made a study of this industry's requirements and turn out a double-stitched belting especially designed to meet them.

The company have filed articles for incorporation with a provincial charter under the Ontario Companies Act. They are capitalized at $50,000 of which amount $35,000 has already been paid in and expended on machinery and equipment. The balance will be paid whenever the business requires it. At present the president, treasurer, and general manager of the company is F. B. McIlroy, who holds all the stock except the four shares subscribed in conformity with the provisions of the Ontario Companies Act. A meeting of the five shareholders will be held in Canada during March to elect the vice-president and the secretary of the company.

Will Rebuild Plant

W. R. Cuthbert & Company, Montreal, Will Erect Two New Buildings

A plant owned by W. R. Cuthbert & Company of Montreal and recently damaged by fire, will be rebuilt. The company are now in the course of preparing plans for the reconstruction of their present premises at 37-41 Duke Street. One building will be a solid brick three-storey structure, 83 x 66 feet, in which will be located their machine shop and the polishing and nickel-plating departments. The one-storey brick building adjoining this will measure 60 x 83 feet and will house the foundry.

The company propose to make an entirely new installation in their foundry and core room department. The plant generally will be made in conformity with the latest ideas in equipment and practice for the manufacture of a complete line of brass plumbing and steam supplies, including compression work, ground work, valves, lavatory fittings, etc.

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ESTABLISHED 1857

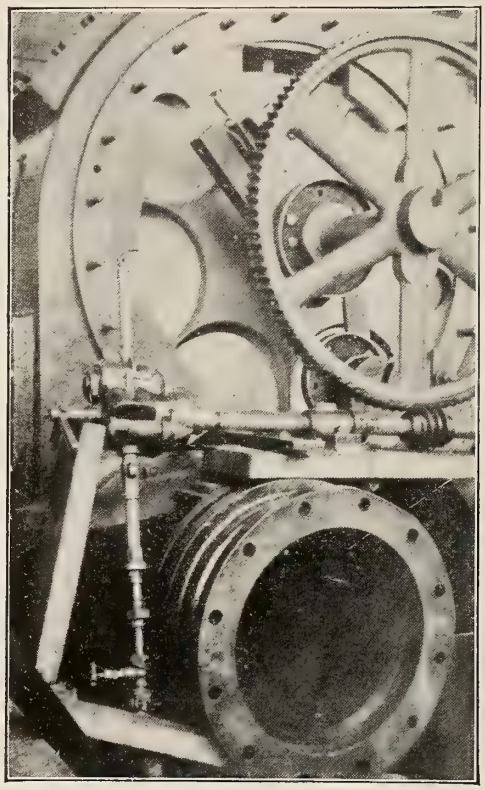
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Lifts 4 Tons



This cut illustrates a No. 2 Little David Drill reboring a 40-inch air compressor cylinder at a large Ontario mine.

Speaking of the power of this drill, the master mechanic said: "The cylinder weighed in the neighborhood of four tons, and at times, if the boring tool stuck, the Little David Drill would lift the entire casting enough to be noticeable."

You do not buy pneumatic drills on the basis of their hoisting ability, but when the question of adding to your tool equipment comes up and you choose a Little David, it's interesting to know that the tool of your choice has the power and the stamina to stand up under such an overload as this.

Shops all over the country find Little Davids rugged, highly efficient, easy to operate, and readily portable. Ask for a set of Little David bulletins. You'll find them of interest.

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To Make Tin Cans

Laing Produce & Storage Company, Limited, Install Machinery in Present Building

The Laing Produce & Storage Company, Limited, manufacturers of condensed and evaporated milk at Brockville, Ontario, have for some time been planning to manufacture tin cans to contain their own products. While building costs have made the present time inopportune for the erection of a building to house the new department, the company have temporarily installed machinery and equipment for the manufacture of tins in their present building.

If the prices for commodities required in connection with their proposed new building are sufficiently reduced the company state that they may proceed with its erection during the summer or early fall. If the anticipated reduction does not take place the matter will probably be held over until the spring of 1922.

Chains and Bracelets

Canadian Sturdy Chain Company, Limited, Are a New Sherbrooke Industry

The Canadian Sturdy Chain Company, Limited, are one of the newer industries at Sherbrooke, Quebec. In the latter part of April, 1920, they commenced the erection of a two-storey building of solid brick and cement mill construction, measuring 158 x 40 feet. This building was completed at an approximate cost of $50,000, and in July of last year they were able to put out their first products. The principal goods manufactured are the Sturdy chains and bracelets and other products of rolled plate and ten and fourteen-carat gold.

The Canadian company are affiliated with an old United States firm, the J. F. Sturdy's Sons Company, of Attleboro' Falls, Massachusetts, and their president is F. E. Sturdy of that company. They are capitalized at $300,000.

New Lines Contemplated

H. Mueller Manufacturing Company, Limited, Will Make Die Castings at Sarnia

Plans for this year of the H. Mueller Manufacturing Company, Limited, who manufacture brass goods and castings and forgings in brass, bronze, aluminum and nickel silver at Sarnia, Ontario, include several new lines preferably in brass and other non-ferrous metals. In their plant at Port Huron, Michigan, they now manufacture brass rod, brass and copper tubing, and die castings, and it is their intention to manufacture die castings in Canada also, provided that prospects for business into which they are now inquiring will warrant this.

They also plan to manufacture brass rod and brass and copper tubing in Canada, but this will be proceeded with gradually at first, as they naturally do not wish to install too much expensive equipment unnecessarily. They, therefore, plan to cast the billets for rod and tubing in their Sarnia factory and take them from there to the Port Huron plant where the rod billets will be extended and the tube billets pierced. The billets will then be brought back to Sarnia in an unfinished state and all drawing, annealing, pointing, redrawing, etc., will be done there. In this way about 96 per cent. of the work would be done in Canada, while the expense of an extruding press and a piercing machine would be saved. These would be added later if found advisable.

The matter will be taken up with the Government shortly so that the company can make definite arrangements for handling their material in the manner described. President O. B. Mueller states that other plans for extending their business are also under consideration.

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LIMITED

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1/8 to 5/8" thick up to 48" wide, weighing up to 1060 lbs. each

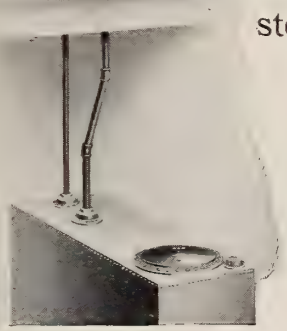
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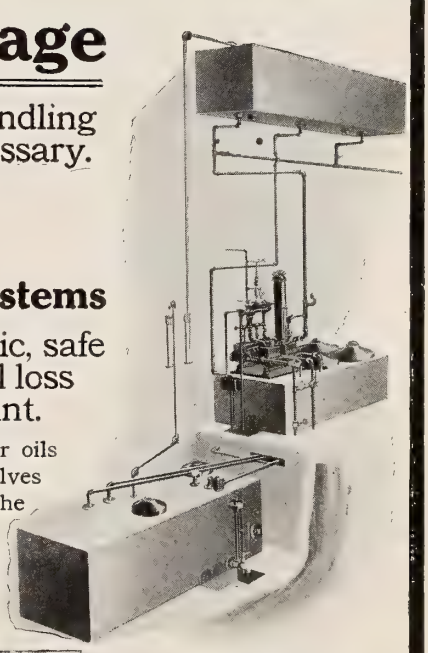
Oil Storage and Distributing Systems

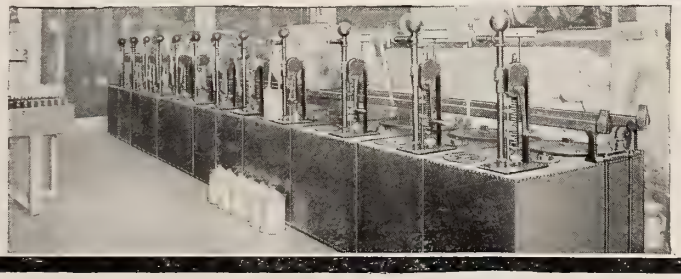
store and handle all oils in a systematic, safe and saving manner—they prevent all loss of oils—make every drop of oil count.

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Oil Storage
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Plant in Operation

Canadian Manhasset Cotton Company, Limited, at St. Hyacinthe, Quebec

During the past year the Manhasset Manufacturing Company, of Providence, R.I., manufacturers of tire fabrics, decided to enter the Canadian field, and formed a Canadian company under the name of the Canadian Manhasset Cotton Company, Limited. At St. Hyacinthe, Que, about thirty miles from Montreal, the Canadian company have completed the erection of a new spinning mill from which their Canadian customers are now being supplied. The following description of the new plant is taken from a recent issue of the *Contract Record*:—

"The plant is situated in an area which is becoming very popular on account of the abundance and stability of labor and the satisfactory and reasonable supply of power available. These, with the general transportation facilities, offer a very great inducement to industrial enterprises generally, and particularly to companies whose headquarters are in the New England States—of whom no less than twelve have located here within the last year. The plant is situated close to the St. Hyacinthe railway station—and has a railroad siding running the entire length of the property.

The plant comprises a mill building, weave shed, boiler house and fire-proof stair tower. The mill building, which is 110 ft. x 200 ft., three storeys and basement, was designed with a view to extension to a total length of 500 ft. This building has a concrete foundation and the upper walls are of solid brick. The construction is of first-class mill type, the floors being 6 inches in thickness and finished in hardwood. A stair tower, connecting all floors, projected out from the main building, and separated by a fire wall, ensures safety in an emergency, does not break up any floor space and is a feature in the building architecturally. The lavatories are attached to the stair tower, making their position central; in this way they do not interfere with the floor space, and by being grouped closely to the stair tower, allow the maximum glass area to be secured.

The weave shed, which is 120 ft. x 310 ft., one storey and basement, has a roof of saw-tooth construction in order to supply sufficient light for weaving operations. This roof is made up of 5 in. x 2 in. spruce on edge. The roof trusses and columns are of steel. This building has a concrete foundation, the upper walls are of solid brick and the floor is finished in hardwood. The columns and floor beams in the basement are of reinforced concrete with no exposed steel in order that the basement may be used for cotton storage. The windows in the saw-tooth are double glazed and every alternate section is hung to swing outwards and is controlled by a sash operator running the entire width of the building. By this method good ventilation is secured.

The boiler house is of brick and concrete, with steel sash and wired glass, and is equipped with two Goldie & McCulloch 72 in. x 16 ft. horizontal return tubular boilers. This building was designed with a view to extension, and, therefore, the building which now measures 25 ft. x 50 ft., will later measure 50 ft. x 50 ft. The chimney was built by the Canadian Custodis Co.

Steel outer sash and a removable wooden sash on the inside for winter use are provided throughout the plant, both being equipped with good-sized vents in order that good ventilation may be secured in the winter as well as in the summer.

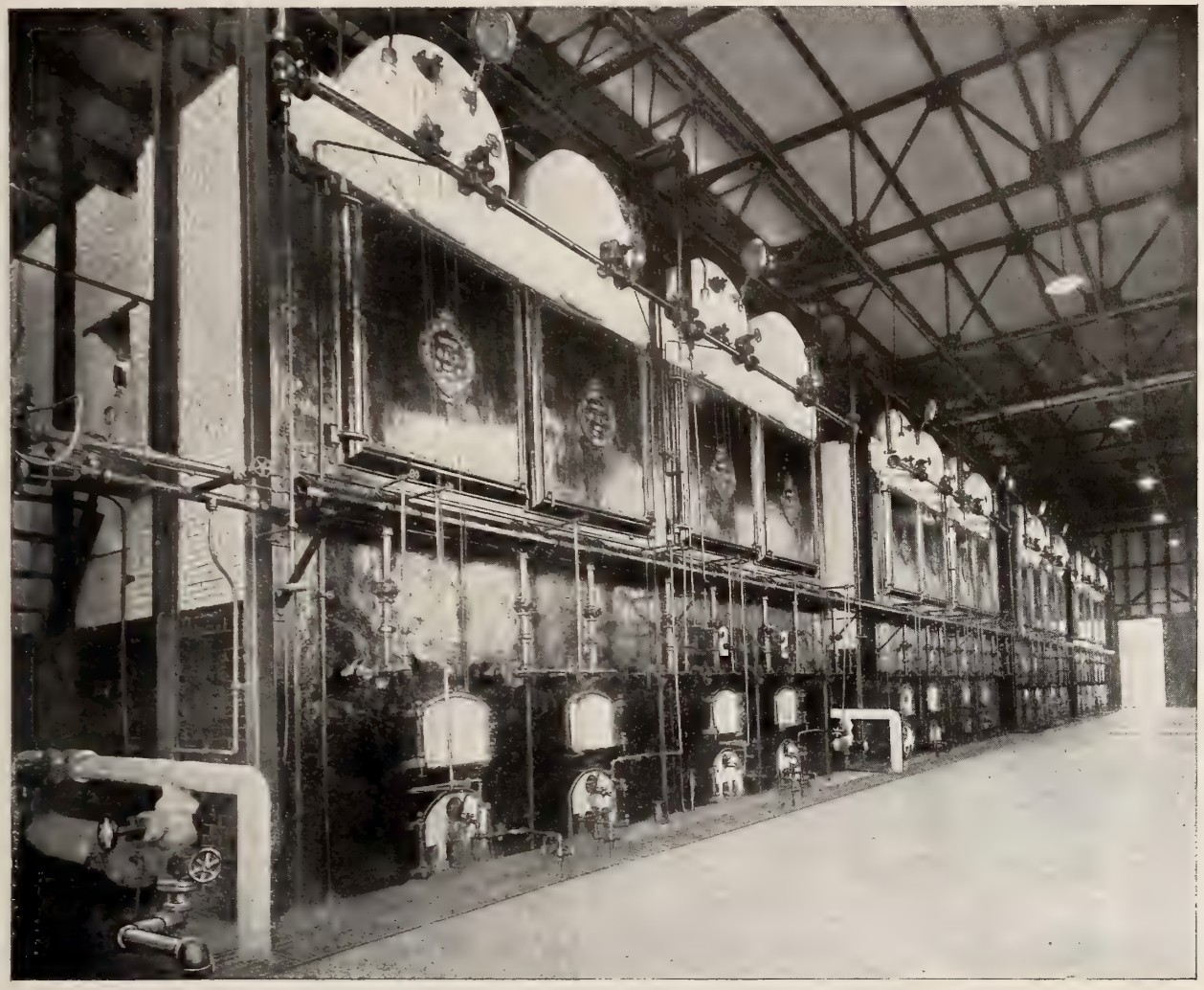
To insure even distribution of light in the interior of the buildings, all inside walls, ceilings, columns and beams are finished in mill white paint.

The buildings are equipped throughout including canopies, overloading platforms with automatic sprinklers. The system is connected to two separate city mains with valve controls. In case of emergency a reserve supply is provided for by a 50,000 gallon steel water tank erected on the side at the rear of the mill building with valve control house and

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GOLDIE & McCULLOCH
SECTIONAL WATER TUBE BOILERS

Illustration shows an installation of eight Double Drum Sectional Water Tube Boilers at the Dartmouth, N.S., plant of the Imperial Oil Company, Limited.

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Thoroughly satisfactory performance is the explanation of these repeat orders.

G. & McC. Water Tube Boilers are designed to give more than ordinarily rapid circulation, increased steaming capacity and maximum overload allowance. All parts subjected to pressure are made of the highest grade forged steel. Write for catalogue, plans, etc.

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heater directly underneath water tank. The prevention of freezing in zero weather of the water in this tank is ensured by a direct supply of steam to the heater from the boiler house.

This mill is entirely electrically driven. Leather belt drives, Canadian S.K.F. hangers and ball bearings, Canadian Crocker-Wheeler motors, Dodge Mfg. Co. pulleys and shafting were used throughout this plant for transmission purposes, giving as a result, a well-driven and easily operated spinning mill, which may be classed with some of the most elaborately equipped mills in this country.

The siding at the rear of the buildings reduces the problem of handling both the raw material and the finished product to a minimum. The raw material is unloaded at the receiving platform and conveyed down the chute to the basement of the weave shed, which has been equipped as a store until the increase in output warrants the erection of a separate storage building. The bales are then conveyed to the picker room in the mill building basement where the bale opener and pickers are located in a fire-proof compartment. A feature in the picker room is the dust ducts from the pickers which are of concrete and are laid under the floor with manholes at suitable intervals for cleaning purposes. These connect to the duct chamber and dust tower. The remaining area of the basement of the mill building and the first floor accommodate the carding machines, drawing frames and slubbers. On the second and third floors the spinning frames and warpers are situated. A two-ton freight elevator encased in a fire-proof shaft situated between the weave shed and mill building enables material to be moved from floor to floor expeditiously. Two-thirds of the floor area of the weave shed is taken up by the twisters and looms. The remaining area is partitioned off as a cloth room and inspection room from which the finished article can be shipped by way of the covered loading platform—either by freight car or road transport.

The general contractors for the buildings were W. I. Bishop, Limited, construction engineers, Montreal. The plumbing and heating were executed by the Garth Company, Limited, Montreal. The sprinkler system was installed by the Grinnell Company of Canada. The Whitall Electric Company were the electrical contractors. The entire plant was designed and erected under the supervision of J. M. Robertson, Limited, consulting and designing engineers, Montreal.

Commenced Operations

K. D. Manufacturing Company Making Picture Frames and Moulding at Kingston

On January 31st the K. D. Manufacturing Company, 670-680 Montreal St., Kingston, Ontario, commenced manufacturing operations with a force of about fifteen hands. The new company intend to manufacture oval picture frames and moulding and have a capacity for five hundred frames a day. They are located in a one-storey building, 42 x 125 feet. The organization is a partnership composed of H. Kelly and J. S. Driver, from whose initials the firm name has been derived.

Make Insulating Felt

Canadian Insulation Company, Limited, Complete Factory at Selkirk, Manitoba

The Canadian Insulation Company, Limited, manufacturers of insulating felts, have completed their factory at Selkirk, Manitoba, and have opened sales offices in Winnipeg. The product, which is intended for use as insulating material against heat or cold in dwellings, apartment houses, refrigerators, etc., is made from flax straw and other cereal straws. This is supplied in flat and flanged sheets of standard sizes or in any special sizes required, all ½-inch thick.

DOMINION BELTING CO., LIMITED

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Sole Manufacturers of the Celebrated

"MAPLE LEAF" Brand
Stitched Cotton Duck Belting

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The season is on for overhauling your plants, so send in your orders NOW
We thank you in anticipation of an early response to our request

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It is by adherence to these principles that the construction work carried out by us has been a matter of permanent satisfaction to the owners.

JOHN V. GRAY CONSTRUCTION CO., LTD.

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The Barrier That Says "Who Goes There?"



(Seven Feet High)

Dennis Chain Link Fence

Forms an unsurmountable wall of steel especially adapted for the fencing of factory grounds.

It centralizes the exits and approaches. With the aid of gatemen or watchmen the Chain Link Fence makes petty thieving by outsiders or employees impossible, keeps out cranks, firebugs or agitators.

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THE DENNIS WIRE AND IRON WORKS CO. LIMITED LONDON CANADA

HAMILTON WINNIPEG CALGARY VANCOUVER

Cheese Companies Amalgamate

Kraft-MacLaren Cheese Company, Limited, is Organized at Montreal

An account of the Kraft-MacLaren Cheese Company, Limited, recently organized at Montreal with a capital of $1,000,000, is published in the *Canadian Grocer* for February 11th. The new company is the result of an amalgamation of the cheese interests of the MacLaren Imperial Cheese Company, Limited, and the J. L. Kraft & Bros. Company of Chicago. The MacLaren Company are manufacturers of cheese in jars, as well as dealers in cheddar cheese, Canadian stilton, brick, limburger and MacLaren cheese in packages. The J. L. Kraft & Bros. Company of Chicago are manufacturers of cheese in what are termed sanitary packages. They also own and control a number of patents pertaining to the manufacture of cheese, the principal one of which is the patent process for sterilizing cheese in tins. The amalgamation embraces the cheese products manufacutred by the MacLaren Imperial Cheese Company, Limited, in Canada and throughout the world and the business of the J. L. Kraft & Bros. Company in Canada and a large part of the export business of the J. L. Kraft & Bros. Company, which has formerly been conducted through their New York house.

The MacLaren Imperial Cheese Company, Limited, will continue to be conducted as before under the name of the MacLaren-Wright Company, Limited, with Henry Wright and his former associates conducting the business, which will include their business as manufacturers' agents to the grocery trade in various lines of food products and grocers' sundries.

Henry Wright, president of the MacLaren Imperial Cheese Company, will also become a director in the new Kraft-MacLaren Company. The other directors of the Kraft-MacLaren Company will be as follows: Wm. H. Dunn, president of the Wm. H. Dunn Company, Limited, of Montreal, also of the Dunn-Hortop Company, Limited, of Toronto. Mr. Dunn is also manager of the Borden Company, Limited, and has recently been elected president of the food products section of the Canadian Manufacturers Association; J. L. Kraft, president of the J. L. Kraft & Bros. Company of Chicago and Kraft Bros. Cheese Company of Wisconsin; C. H. Kraft and Ernest Ridgway, of Chicago; Fred Kraft, of New York, and Albert Irving, of Philadelphia.

The purpose of the amalgamation of these two interests, as stated to *Canadian Grocer*, is to consolidate in one corporation the various interests so that all varieties of cheese may be sold from one source; also to organize an export department within the company to go after export trade.

None of the changes above referred to will take place until after April 1. Until that time the MacLaren Imperial Cheese Company will be handled by Mr. Wright, as it has been heretofore.

An advertising campaign is being planned for June or July or as soon as possible after the Kraft-MacLaren Company occupy their new fire-proof building in Montreal, which is being constructed on the historical site of the old home of Maisonneuve, the first Governor of Canada, adjoining the Place Royal.

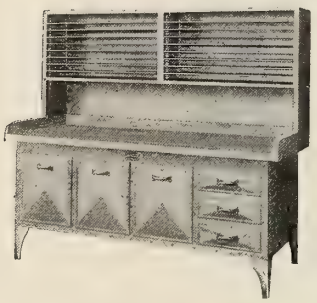
Make Aluminum Utensils

W. D. Shambrook & Company Operate a Plant in Hamilton, Ontario

One of the recent additions to Hamilton's list of industries is the firm of W. D. Shambrook & Company, who have been operating there since June, 1920. The plant is owned and operated by W. D. Shambrook; the products consist of a full line of aluminum kitchen utensils under the trade-name of "Duro."

The normal staff of the company is forty, but it is expected that within the next four months this number will be greatly increased. Mr. Shambrook reports that though trade has been slack within the past few weeks the plant will be running to full capacity very shortly.

To the Buyer of Equipment for Industrial, Hotel, or Institutional Kitchens





As a buyer of the above equipment, you are held responsible for its efficiency and stability. This is a large responsibility. Moreover, there are very few organizations who are in a position to advise and help you. Equipment of this nature is highly technical. It requires experienced mechanical judgment and skill to execute it. You may devote your best brain in the formation of the plan. Its acceptance, however, is only the first step.

Catalogues of various equipment are on your desk. They receive your consideration. You may do one of two things. Order each individual item from different firms or place your confidence in one firm to furnish you with the entire equipment. The latter is not only the most satisfactory from practically every point of view but it also relieves you of a mass of detail. In either capacity, that is, in supplying one piece of equipment, or, in the furnishing of the entire equipment, we offer you our services. Our experience is manifold. Write us so that we may send you our literature. Our experts are at your command in submitting layouts and prices. Write us when you need us.

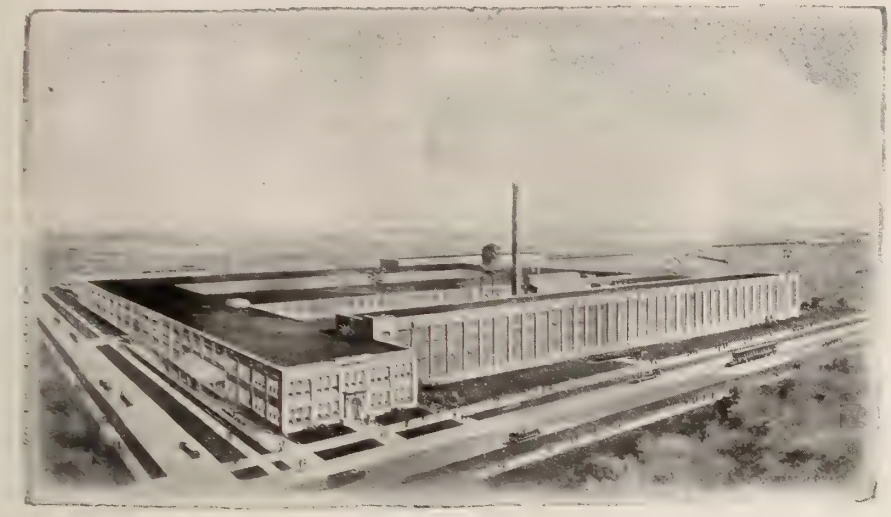
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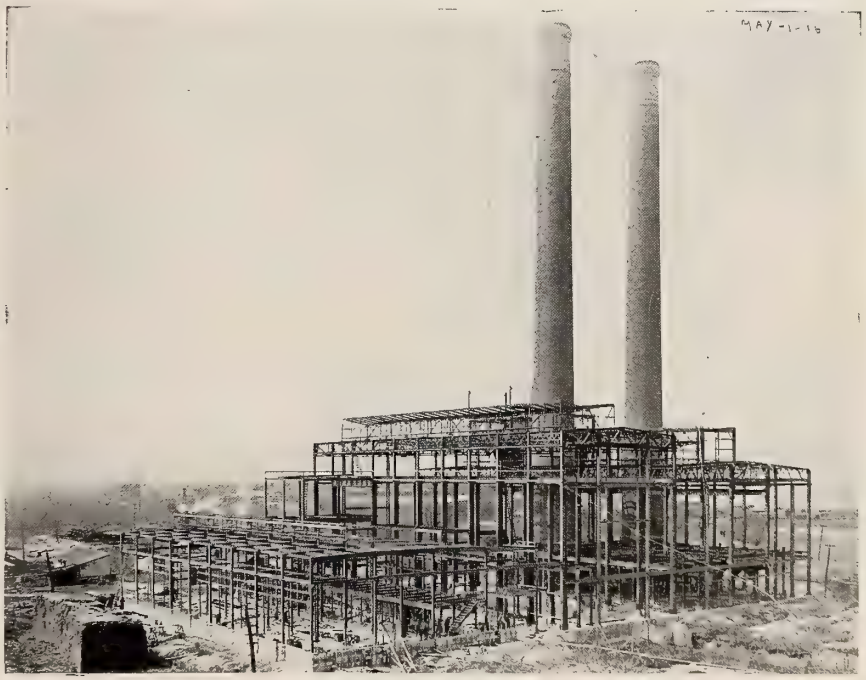
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in addition to their selling services, are acting as **buyers of goods** for Canadians in the United States market. They also have the agencies of **steel wheel-barrows,** etc., and also high grade **fire-brick,** etc., to place in Canada for two well-known United States manufacturers.

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Canadian Mathews Gravity Carrier Co., Ltd.
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Ornamental Iron Work

W. S. Mahaffy Company, Toronto, Are Operating a New Department

The W. S. Mahaffy Company, Gladstone and Trafalgar avenues, Toronto, announce that they are operating a new department known as the Ornamental Iron Products Company. This department is under the management of J. Harlander, former superintendent of the Canada Foundry Company, and for twelve years with the firm of Jno. Williams, Inc., New York, in charge of the production of some of their finest examples of iron and bronze art work. The new department is now prepared to submit tenders on and execute all kinds of ornamental iron and bronze work.

Rebuild on New Site

Alex. Young, Limited, Regina, Saskatchewan, Replace Plant Destroyed by Fire

The plant belonging to the firm of Alex. Young, Limited, manufacturers of cut stone and monuments at Regina, Saskatchewan, was recently destroyed by fire, but plans have been prepared for immediate rebuilding. The company are purchasing a new site and will erect on this a suitable building to contain two diamond teeth saws, two planers, three overhead derricks and a lathe for stone work. Complete equipment for a monumental business will be installed, and an office building and showroom are included in the plans. When again in full production the company will employ thirty men. The estimated cost of the new plant and equipment is $30,000.

Adding One Storey

Standard Meter Company, Limited, Are Extending Their Toronto Plant

The Standard Meter Company, Limited, 10 Morrow Ave., Toronto, have for some time felt the necessity for more room to carry on the manufacture of gas meters, and are therefore adding another storey to their present building. The addition will enable them to increase their present output by about 50 per cent. Its estimated cost is about $12,000, and it will be completed towards the end of March.

London Motors, Limited

New London Industry to be Ready for Production Early in April

A site on the old George White properties at the corner of King and Ridout Streets in London, Ontario, has been purchased by London Motors, Limited, the makers of the "London Six" car. They will have ample room there to start assembling and expect to be ready for production very early in April. They also have let contracts calling for the erection of a new factory on Hale Street by the Grand Trunk Railway not later than July of this year.

William R. Stornsell is president and general manager of London Motors, Limited, and Howard W. Soper is first vice-president and secretary. G. D. Pinner and Samuel Willis are second and third vice-presidents respectively. The other directors are Thomas H. Griffith and Harry Bartliff.

The Woods Manufacturing Company, Limited, manufacturers of jute and cotton bags, twine, tarpaulins, etc., with factories at Montreal, Ottawa, Toronto, Winnipeg and Welland, Ontario, have installed a plant for the manufacture of paper bags in their Winnipeg factory. The plant is now practically ready for operation and orders for the new product will shortly be taken.

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Machine	Steel and Copper Cable,	Shoe Nails
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Pole Steps Cross Arm Braces Guy Clamps Guy Rods

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Black Pipe	Car Axles	Lead Pipe
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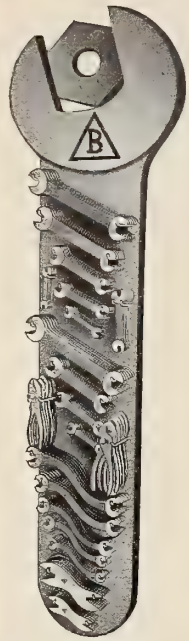
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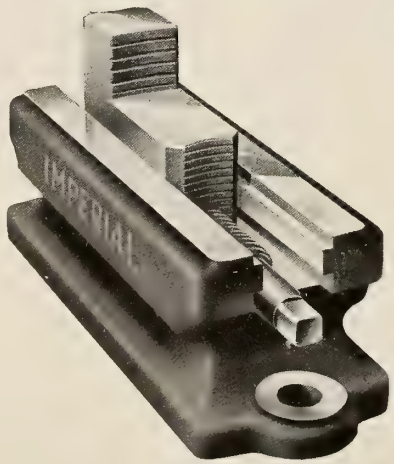


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BRANTFORD - ONTARIO

Discusses Fire Prevention

Expert says Sufficient care not given to Structural Designs and Arrangement

A PAPER on "Fire Prevention: the Engineer's Part," was read before the Engineering Institute, Montreal, on January 13, by George H. Greenfield, member National Fire Protection Association and the British Fire Prevention Committee, who specializes in fire prevention for the Canada Car and Foundry Co. Mr. Greenfield drew attention to the fact that in the majority of cases, neglecting the actual origin of the fire, there will be found some structural defect or series of defects that tend to either accelerate or else fail to retard the spread of the fire. The defects are often unprotected openings, elevator shafts, dumb waiters, etc. It is quite reasonable to suggest that in many cases sufficient consideration is not given to fire prevention in the design and arrangement of a building or group of buildings.

It was pointed out that there are many manufacturing processes carried on, and also buildings used for such purposes as garages, where the structure is entirely unsuited to the class of work or occupancy. Further, this procedure constitutes a continuous menace, both to the individual and community, especially when these fire traps are allowed to exist adjacent to, or even directly under, dwelling houses.

The process of evolving the fire insurance rate on a building was then explained briefly. It was pointed out that a city making a bad start was continually saddled with high insurance rates. As regards individual buildings the burden for poor construction involving fire hazards was apparently purely private as regards penalization by a high insurance rate. Actually, however, the "Fire Tax" is distributed over the entire population of the country and exists as a small partially removable charge in the cost of every commodity.

Reference was made to the amendment of the criminal code respecting fire prevention and how a person is now criminally liable if loss of property or life occurs through a fire originating on his premises, and it can be proved that the owner or person responsible has failed to obey the requirements of any law intended to prevent fires, and which fire would not have occurred if such law had been observed.

Mr. Greenfield concluded with an outline of the work of the National Fire Protection Association.

The oatmeal mill of the Canadian Cereal & Flour Mills Company, Limited, at Tillsonburg, Ontario, which was burned last October will probably be rebuilt. The actual decision has been left in abeyance until the spring, but the company have found that the walls of the plant destroyed are in such condition as to enable them by reinforcement to install their new plant in the same building.

A building 65 x 40 feet at the corner of Des Prairies and Vallier Streets, Quebec, will be the plant of the Quebec Brass Foundry. The plant will cast bronze, babbitt, brass, aluminum and solders, and operations will commence in January. The capital of the enterprise is $20,000, and C. A. Beaulien is sole proprietor.

The Dominion Bridge Company of Montreal held their second annual reception and dance at the Windsor Hotel recently, when about 600 were present, including the president, G. H. Duggan, and a number of directors and representatives from the branch office and plants.

The Smardon Shoe Company, Limited, 533 Visitation Street, Montreal, have laid the foundation and completed the basement of a new wing for their factory. Their sole leather department is now installed in this addition. The company do not intend to complete this building at present.

Winnipeg Warehouse Property FOR SALE

Trustees' sale of valuable, downtown warehouse properties in the City of Winnipeg

PARCEL 1.—Warehouse and property located at 185-187 Market Street East: 99'x99.2': highly modern, five-storey warehouse of stone and solid brick mill construction; 60,000 square feet, unexcelled business location, with trackage at rear. Possession given 1st July, 1921, or earlier. PRICE AND TERMS ON APPLICATION.

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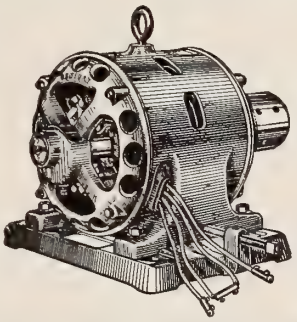
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For General Utility

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MONTREAL TORONTO WINNIPEG

The Cant About Cancellations*

By ELWOOD SAMPSON

National Chairman, Public Relations Committee, National Association of Purchasing Agents

CANCELLATIONS, like "too high prices" or "too low prices," are not the cause but are the effect of certain basic economic conditions. Therefore, cancellations as an evil can never be eradicated unless the effort is directed to correct those economic conditions which produce this evil.

The fundamental basis of a contract is mutual obligations in which each party assumes equal burdens and receives equal benefits. When either side so manipulates the conditions as to receive an unfair advantage, then the basic conditions of a contract as a contract have been destroyed.

First, let us consider the present situation and what has brought this about. In this article we are summing up the general situation and not considering any specific or outstanding exceptions, of which there are many. We also shall make no reference to the many incidental conditions affecting contracts. These have been thoroughly covered in various articles already published, and the only real objection to them is that they have been considered as major factors instead of being given their proper relation to the general subject.

Adding to the List of Excuses.

We shall leave out of consideration the abnormal conditions existing when the country was at war. In a general way since peace was declared, contractual obligations have undergone some marvellous changes. Taking advantage of the "seller's market," the seller has so manipulated things as to shift the contractual burdens almost entirely to the shoulders of the buyers and thereby frees himself from most of the hazards of carrying on business. The old standardized reasons for exempting the seller from fulfilling a contract were: "Strikes, fires, the act of God, or similar causes beyond the control of the seller." These standardized causes were used so many times, whether they were true or not, that sellers really got ashamed of the same old excuses and decided it was time to add some new ones to the list and take some additional advantages from the economic situation. We attempt to mention here only the most glaring general examples of the breaking down of the fundamental principles of equal burdens and equal benefits upon which a true contract must rest.

First was a widespread refusal in many industries of the seller to accept business upon a fixed price basis. If an order or a contract was accepted at all it was done upon the basis of the "price prevailing at the time of shipment." The result of this was that the seller was freed from nearly all the hazards of doing business which affect selling profit and loss, and the buyer assumed these hazards in the seller's plant as well as in his own. Moreover, by this provision the seller had removed the necessity of maintaining an efficiently operating organization in order that the cost of operating be less than the selling price so as to produce the desired profit.

Second, the contractual obligations with reference to schedule deliveries were an even greater shifting of the burden from seller to buyer. So complete was the failure of the seller to live up

* From an article in the *Michigan Manufacturer and Financial Record* for December 11th, 1920.

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LIMITED
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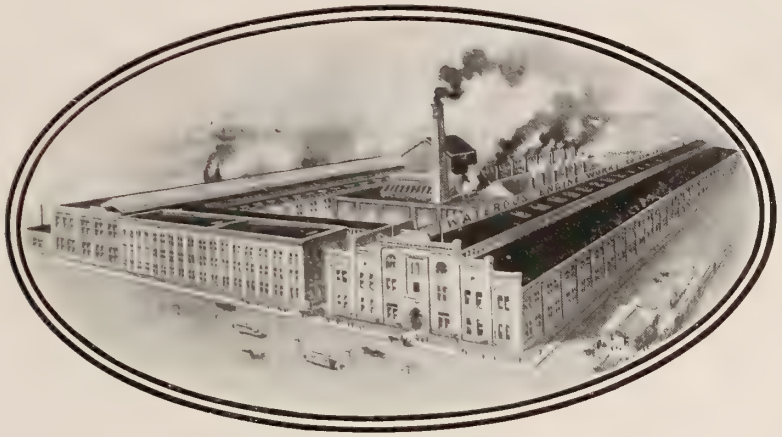


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Steel Retorts, Pressure Tanks, Steel Reservoirs, Storage Bins, Air Tanks, Washing Tanks, Gas Tanks, Settling Tanks.

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BRANTFORD, ONTARIO, CANADA

to shipping schedules that a shipment made on time was a wonderful thing and the subject of doubting comment among the buying fraternity. The result of this situation was that the buyer was placed in a very precarious position. He did not know what he could rely upon, for depending upon the seller's contract obligation was a most uncertain thing. He might possibly get one-half or one-third of the material somewhere nearly on time. The remainder was pretty sure to be delayed for months—often for eternity, so it seemed. In order to protect his own concern, the buyer was then forced to place these one-sided obligations with more than one firm. It was necessary for him to buy twice or three times what he actually required, so that when each of his orders was reduced down to one-half or one-third, the total actually shipped would still be enough approximately to take care of his production requirements.

This condition was the result of certain reasons considerably different from the standardized excuses given out for the failure to ship according to contract schedule. The true reasons are principally two:

First, almost no mill attempted to restrict sales to the quantity whch it was reasonably sure of producing. Business was accepted far in excess of the total possible output. This resulted inevitably in a large proportion of any one month's business being held over. These hold-overs increasing in quantity each month kept putting back the shipping schedule farther and farther as the successive months went by.

Second, was the practice of a great many raw material producers of selling secretly through some brokers in order to obtain the advantage of even higher prices than they felt they dared to charge openly. Often a buyer would be expecting a certain quantity of material to be shipped to him from a mill with which he had been doing business for some time. At the last minute he would be advised by the seller that shipment would be delayed for months because of some one of the standardized excuses. This material was vital to the buyer. If he did not get it his plant would be forced to close down. In order to avoid such a calamity he would have to go into the open market and procure this material from some hat-desk broker, who charged a much higher price than he had contracted to pay his regular mill source.

Faith in Contracts Shaken.

When buyers order material from any except a mill source they like to know whom it is coming from, because they have found out through experience that the material received from different mills has to be handled in a slightly different way in their own shop in order to get the best results. So the buyer would ask the broker what mill's material would he receive. The broker would reply, "I am not allowed to tell you, as this has been bought on a pledge of secrecy." The buyer would take this material anyway to prevent the plant from shutting down. Often, however, through some quiet investigation in checking back the travels which the car containing this material had taken, the buyer would find from the car markings or in some other way, that this particular car had come from the same mills which advised him shipment could not be made until months after the time promised.

Some Exceptions

There were some exceptions to these general examples of the contractual breakdown. These exceptions, however, were not numerous enough to influence the situation, as they often had other conditions affecting them which nullified to a great extent their general benefit.

For example, there were some mills which carefully figured out their production schedules and accepted contracts from their old customers for a certain amount of material at a certain price. However, in nearly every one of these cases the amount of material which the buyer was allowed to contract for was greatly reduced from what he had actually been getting in the past. When the buyer would receive notification that "because of present conditions we can allow you to contract for only 52 per

MOTORS IN STOCK

60 Cycles, 1 Phase, 110 Volts, Second-hand.

3 ½ h.p. 1200 rev., clutch type, T.H.E.
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1 Electric Hoist, 550 volt, 25 cycle, 3 phase, 1000 lbs. capacity. New.

NEW SINGLE PHASE MOTORS IN STOCK

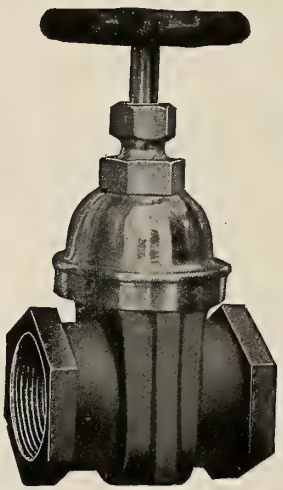
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2 2 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
2 2 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
7 ½ h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
5 ½ h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
1 1 h.p. Wagner, 110/220 volt, 60 cycle, 1800 rev.
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2 1 h.p. St. Louis, 110 volt, 60 cycle, 1800 rev.
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cent. (or 40 per cent.) of what was *actually shipped* to you last year," then he could not help having his faith in that mill shaken somewhat. He could not help wondering why the amount of material he was allowed to get directly from them was cut in half, when he was morally certain that the production had not been reduced to only half of what it was the previous year.

Confidence Destroyed

As a result of all these conditions the faith of a buyer in a contract as something dependable has been almost entirely destroyed. The transformation of the last two years has warped the so-called contract into a purely one-sided obligation in which the buyer has assumed the risks, the worries and all the other burdens which the seller could by any means whatever shift to the buyer. Therefore, when business conditions have changed so that the seller no longer has the immense advantage which he has had during the last year or two, the buyer has left on his hands not a true contract but a one-sided obligation which if completely carried out under present business conditions would force his own company to the wall. Therefore, to the buyer the great number of articles and talk at present about "the inviolability of the contract" is a very strange thing. This is particularly true when it comes from the seller, who, during the last two years, again and again has issued the ultimatum of "while we would like to live up to the contract, conditions are such that we cannot." Now the situation is reversed and the seller suddenly finds that the very life of business rests upon the contract being considered unbreakable, and because of the metamorphosis that the seller has gone through during the last six years, he does not mean a contract resting upon the basic principle of equal burdens and equal benefit, but the present distorted, one-sided obligation into which the seller's market of the last two years has transformed the former business contract.

One-Sided Obligations

Apparently the sellers do not seem to be able to understand that what most buyers want to do is not to cancel true contracts but to cancel the one-sided obligations, which are destructive of the general business welfare of their own companies. This can readily be proved by a detailed examination being made of cancellations requested. Not one time in a hundred will it be found that a buyer is requesting a cancellation of a contract which he has with a source of supply which has maintained with him true contractual relations during the last two years. For the firm which during this time has lived up to the principle that a contract is a contract and actually carried it out at all times is not suffering from the so-called cancellation evil of the present moment.

Looking forward to the fresh start to be made, it is up to both buyers and sellers to profit by the present and past situation. Both sides must proceed on the basis that the contracts of the future shall be contracts which are true in principle. When this is done, most of the causes producing cancellations will have been eliminated.

Basis for Fresh Start

Acting on this basis, when a contract is drawn up giving the seller freedom from penalty or freedom from fulfilling the contract, should there be strikes, fire or other causes beyond the seller's control, then exactly the same clauses must be inserted giving the buyer freedom from fulfilling his part of the contract when there are strikes, fire or other causes beyond his control.

Another way in which this could be handled would be to have a certain specified penalty to be paid by either the buyer or the seller when either did not fulfill the terms of the contract, regardless of whether or not the causes for failure were beyond the control of the offending party. Whatever course of action is pursued, the one thing to bear in mind is that the burden must be equal and the exceptions for failure to fulfill the contract must be equal. Otherwise we shall not have a contract which is true in principle and therefore unbreakable.

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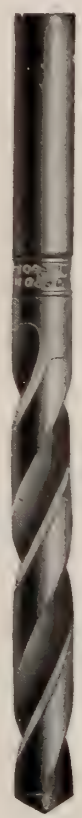
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Suppose You Retired From Business Now

By O. F. LEWIS

EDWARD BOK, for thirty years editor of the *Ladies' Home Journal*, has retired from business, while still in full working vigor.

Why?

Just because he wanted to "play," and because he refused (as he said) to "drop in the harness."

"Play" may mean frittering away precious hours in profitless and even unhealthy pastimes, dangerous to self, family and to society.

But to Mr. Bok, "Play" means cultural diversions, more time for good friends, fine sportsmanship, good health, and for the satisfaction of his stored-up longings and dreams of many years, years when Business would not give him the leisure time to play.

We fool ourselves, often, and are content with talking about Business as the Game of Life—a desperately grim game, and so we go on with it, and "drop in the harness."

Mr. Bok is very wise—but he can afford to be. He retires. What of hundreds of thousands of us who cannot yet afford to retire?

We can also be wise, within the limitations of Business. We can Play, in our leisure time, sensibly, profitably. Play is to-day being preached as never before. It is hailed as a great national tonic, a medicine. Walter Camp urges one kind of Play—regular health exercises. To Sir Edward Grey, fishing and hunting are indispensable.

Field Marshal Haig withdrew in the midst of intolerable pressure on the western front, from time to time, and played golf on the quiet links of France. Theodore Roosevelt was loved for his sportsman's adventures.

But all these men did something themselves when they played.

They weren't contented simply to sit down and watch a Ruth or a Dempsey, or to follow a Chick Evans about the links, or gaze upon a Tilden. They played actively themselves.

Labor-saving devices, shorter hours, and the closed saloon are producing more leisure time in all of our lives. In a city of 125,000, there are in each day a half million leisure hours.

How will they be spent? In what kinds of Play—or Diversions—or Satisfactions of Hobbies—or what?

In the United States a number of leading citizens, who have recognized the great importance of directing the recreation of the people along right lines, have actually formed an organization for the purpose. This is known as Community Service, which is really an outgrowth of War Camp Community Service. It has its headquarters at One Madison Avenue, New York, and its object is to assist communities to put into the leisure hours of life abundant chances for all the people to enjoy life with play and profit.

Countless communities now almost starve for decent, varied, helpful amusement and the inspiration that comes from the fellowship of play. Strange that Play, the most natural thing in the world, should have had to wait so long to begin to come into its own in the life of the sensible, normal man!

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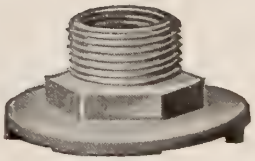
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Book Reviews

The British West Indies

The British West Indies and British Guiana. Issued by the Bank of Montreal.

In view of the new trade agreements between Canada and the British West Indies, which open up interesting possibilities of trade development, this little booklet of information about the Islands and British Guiana will be found most serviceable. It gives a very good idea of the extent and production of the Islands, their trade and the shipping arrangements that exist, together with more detailed particulars about each separate country.

The booklet, of course, refers to the services of the Bank of Montreal. Through its close alliance with the Colonial Bank, which has for many years been identified with the trade of the British West Indies, it has now direct representation in the Islands and is in a position to give every possible assistance to Canadians doing business there.

Mineral Resources of Canada

Alkali Deposits of Western Canada. By L. H. Cole, B.Sc., Mines Branch, Department of Mines, Ottawa, Jan., 1921.

This pamphlet is the first of a new series of publications dealing with the mineral resources of Canada and contains some valuable information about the deposits of soluble mineral salts in the Prairie Provinces and British Columbia, and their uses. The most important products obtained from these deposits are salt cake and Glauber's salts. The first is used extensively in the manufacture of sulphate pulp and also in refining nickel and making various kinds of glass. The latter is needed for dyeing, tanning and textile industries and for medicinal purposes. Magnesium sulphate or Epsom salts is also found in the West, as well as sodium chloride, the common salt of commerce.

To obtain marketable products from these deposits the raw material must be purified in most cases. This is being done by the Salts and Potash Company, Limited, of Kitchener, Ontario; the Grasselli Chemical Company, Limited, of Hamilton; the Nichols Chemical Company, Limited, of Montreal, and the Victoria Chemical Company, Limited, of Victoria, B.C.

The Canadian production of salt cake for 1918 was 6,001 tons, valued at $123,544. In 1919, 3,197 tons, valued at $57,045, were produced. The imports of the product for the same years were 34,386 tons and 23,952 tons respectively. In the case of Glauber's salts production declined from 2,358 tons in 1918 to 1,423 tons in 1919. Imports increased from 343 tons in 1918 to 369 tons in 1919.

The figures go to show that there is a great possibility for profitable expansion in this branch of the Canadian chemical industry. The alkali deposits of Western Canada are of considerable extent, and it is to be hoped that they will soon be recognized as being among the most valuable of our natural resources.

The Steel Industry

The Production of Iron and Steel in Canada, 1919. By John McLeish, Chief of Division of Mineral Resources and Statistics. Ottawa: Thomas Mulvey, King's Printer.

Within the 45 pages of this pamphlet has been condensed an immense amount of valuable information about the iron and steel industry of Canada. It is divided into three sections dealing respectively with iron ore, pig-iron and steel, and very complete statistics covering all three are presented. In conclusion figures showing the exports and imports of

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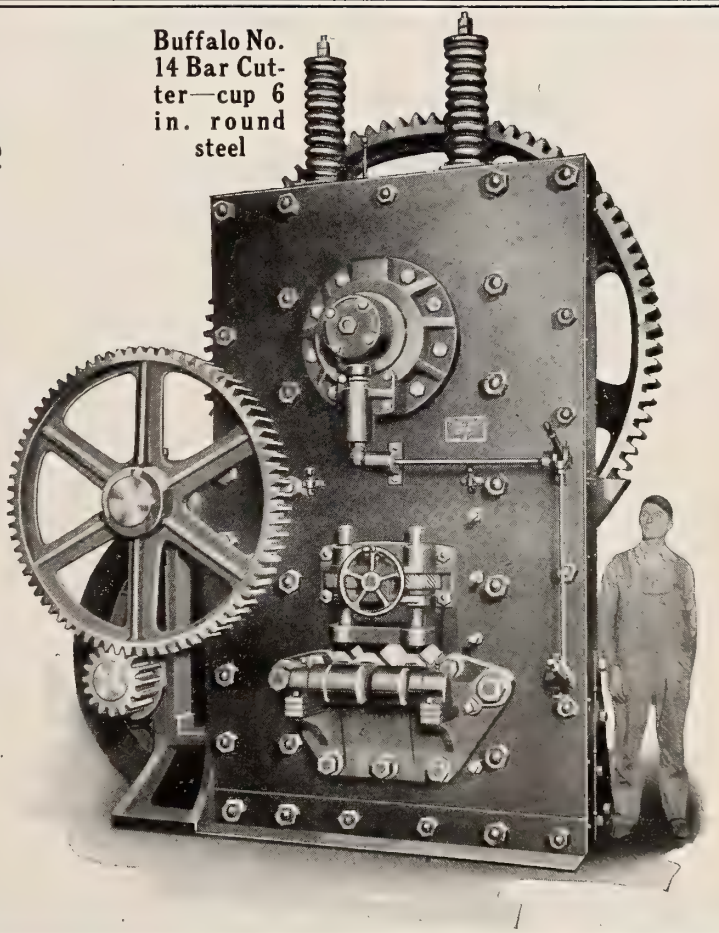
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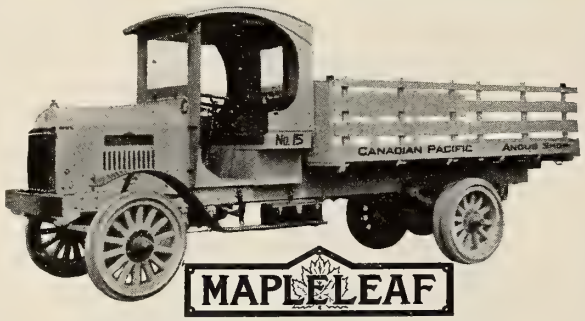
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iron and steel goods of all sorts for the years 1918 and 1919 are included. Anyone desiring to get an idea of the nature and extent of the iron and steel industries of Canada in a compact form will find this booklet invaluable.

New Westminster Booklet

Board of Trade Publishes Description of Fraser Valley Industrial Centre

Evidence of industrial development in Western Canada is contained in a booklet recently issued by the New Westminster Board of Trade. It describes the advantages possessed by the city in the way of location, railway connection, harbor facilities and manufacturing establishments. From 1911, when the Dominion census placed the population of New Westminster at 13,199, a considerable growth has taken place and the city authorities now estimate the number of inhabitants as 15,000.

The chief source of wealth in New Westminster lies in the lumber business and allied trades. Plants of the Brunette Saw Mill Company, the Canadian Western Lumber Company, the Dominion Shingle and Cedar Company, and many other similar concerns are located in the city or its environs. Among the fifty-three industries listed in the book are also the Western Canada Cordage Company, a firm run entirely by war veterans; the St. Mungo Canning Company, the Brackman-Ker Milling Company, Galbraith and Sons, and the British Columbia Manufacturing Company, both of the latter being engaged in the manufacture of lumber products.

The secretary of the New Westminster Board of Trade announces his readiness to give reliable information about manufacturing opportunities, labor conditions, industrial sites, and other matters of interest to prospective settlers in this growing centre of the Fraser Valley district.

Vincent Massey, secretary of the Massey-Harris Company, Limited, has been elected a director of the Mutual Life Assurance Company of Canada, succeeding F. C. Bruce, the former first vice-president on the board. R. O. McCulloch, of Galt, has been elected first vice-president.

At the annual meeting of the Woods Manufacturing Company, Limited, held in Montreal on February 15th, the retiring board of directors was re-elected without change. The annual financial report presented to the shareholders showed a deficit on the year's operations amounting to $412,324, which with depreciation allowance of $123,157 and other items reduced the company's surplus to $838,929.

The Ross Can Company, Limited, of Bowmanville, Ontario, are installing new equipment calculated to increase their output from 50 to 100 per cent. during the year. The new equipment consists principally of additional machinery to complete some of their automatic lines and for some new lines which they have under consideration. It will be installed within the next two months.

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Correspondence

Trade with Cuba

Havana, Cuba, Jan. 19, 1921.

EDITOR INDUSTRIAL CANADA:

You are aware that the Canadian Government Mercantile Marine is operating a certain number of ships to Havana, and doubtless also know that Canadian trade with Cuba for the year 1919 passed the $6,000,000 mark. The establishment of a direct line of ships between Canada and Cuba is, from our viewpoint, a wise move with a view to developing trade with this country.

The facilities of the port of Havana, however, are quite inadequate for the large volume of business offered, with the result that the port was badly congested during all of 1920. Some relief from this situation is now being met with. If the Government of Canada, however, wish to place Canadian exporters in the most favorable position to extend their trade with Cuba, in our opinion the wisest step that could be taken would be for the Government to obtain adequate dockage and warehouse facilities.

We know of one company that would be willing to receive and discharge all Canadian mercantile ships coming to this port, if the Government were prepared to advance them, say $1,500,000 against first-class mortgage security with which to further develop their undertaking, and which they would be willing to repay on terms to be agreed upon.

If your Association wished to do a real service to Canadian trade with Cuba, in our opinion, you should urge the Government to obtain the facilities here that we have suggested. The preferential duty which the United States enjoys, is largely offset by the present exchange situation, in so far as Canada is concerned, and if Cuban merchants could be assured of receiving prompt shipment and prompt delivery of Canadian goods, Canadian exporters would have an advantage in this market that you cannot appreciate without a personal knowledge of the existing situation.

CANADIAN BANKER.

The Artificial Limb Industry

Hantsport, Jan. 24, 1921.

EDITOR INDUSTRIAL CANADA:

It was with pleasurable interest that I read the January number of INDUSTRIAL CANADA. The healthy, optimistic tone of contributors shows that the growth of Canadian industries is bound to be sure and is in no wise problematical; also that our manufacturing industries are in safe, sane hands.

The writer was mildly surprised and much disappointed that amongst our dozen or more artificial limb manufacturing industries there was nothing from their managers. Perhaps, like the writer, they were too busy.

Some thirty or more years ago one lone man in the city of Toronto began the making of artificial limbs. Owing to the prevailing idea that one had to go or send to the U.S for such appliances, coupled with the aggressiveness of American firms who systematically flooded this country with attractive literature, following up with salesmen, and a large commission allowed to doctors and surgeons, the going was most difficult. It is still quite "up-hill."

That the old ideas, the attractive literature, the persistent salesmen, and the commission to doctors and surgeons are still with us, we are frequently and painfully reminded.

The one, and the only feature that has enabled this industry to get on its feet, has been the excellence of its product. To-day, the writer knows that so long as the superior quality

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of production is kept up we have little to fear from American competition.

That the Federal Government did not take alvantage of the facilities afforded by our own artificial limb factories, which are conveniently situated over Canada, appears to be a great mystery. It is also very mysterious why an Order-in-Council was passed by the Federal Government on the 25th of September last, authorizing the workmen's compensation boards of the provinces to have all cases of amputation coming under their jurisdiction fitted with artificial limbs at the Civil Re-establishment factories.

If the Act remains in force and the boards take advantage of it, the "sledding" for the artificial limb factories will be still more difficult. This will be owing to the fact that a great deal of the work now being done by those factories is derived from the industrial plants which are under the workmen's compensation boards. It remains to be seen if that Order-in-Council remains in force for any length of time, and if the success in fitting men who are maimed in industrial plants will be as variable as that of the returned soldiers. Perhaps the excellence of the making and fitting of artificial limbs and kindred appliances by Canadian companies will again have the opportunity of killing competition, not of American makers, but of the product of the civil re-establishment.

C. S CHESLEY,
General Manager, Chesley Artificial Limb Company, Limited.

T. J. McFadden has joined the Western Ontario sales staff of the Diamond State Fibre Company of Canada, Limited, with headquarters in Toronto. Mr. McFadden has had both executive and factory experience with the company before joining the sales force.

New Society Formed

Northern Electric Company, Limited, Promote Study of Engineering Problems

To promote the interchange of knowledge on engineering subjects and to encourage good fellowship and congeniality the Northern Electric Engineering Society was recently formed in Montreal. Membership in this organization is confined to members of the engineering staff and employees of the Northern Electric Company, Limited, while honorary membership may be extended to others distinguished in engineering and kindred sciences. The programmes for the meetings held on the first Monday of each month include addresses on subjects connected with the work of the members.

P. E. Sise, president of the Northern Electric Company, Limited, is honorary president of the society. Other officials are W. S. Vipond, president; D. W. Whitney, vice-president; L. E. Hamilton, secretary; G. S. Patterson, treasurer; W. E. C. Irwin, T. J. C. Heeney, H. R. Ashley, W. L. Brebner, and W. D. Bishop members of the council.

Change of Name

N. Slater Company, Limited, is New Name of Slater & Barnard, Limited, Hamilton

The firm of Slater & Barnard, Limited, Hamilton, Ont., manufacturers of hangers, hinges and builders' hardware, will hereafter be known as the N. Slater Company, Limited, supplementary letters patent authorizing this change having recently been granted by the Secretary of State, Ottawa.

The company have recently issued a revised catalogue illustrating and listing their complete line of hinges, fire-door fixtures and hardware specialties, which will be mailed to interested parties upon request.

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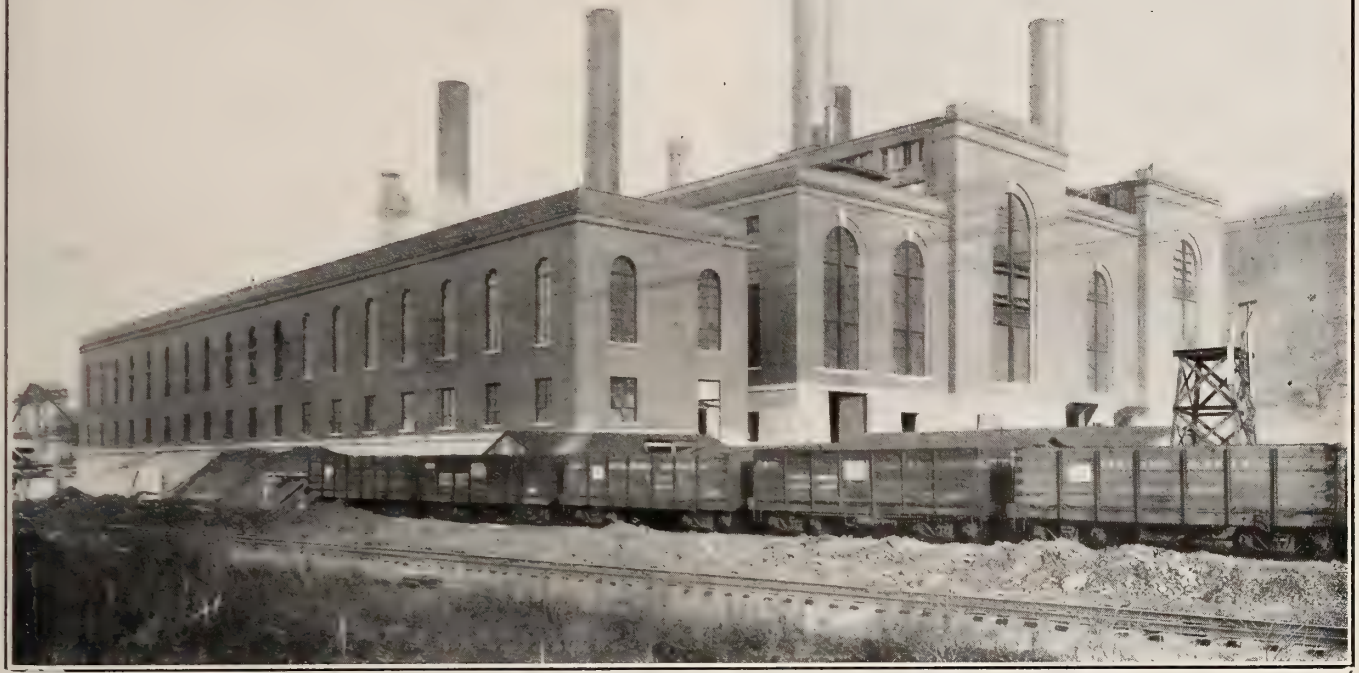
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Personals

G. F. Morris

Appointed Sales Manager of International Business Machines Time Recording Division

Announcement has been made of the appointment of G. F. Morris to the position of sales manager of the Time Recording Division of the International Business Machines Company, Limited, Toronto. Mr. Morris' connection with the company has extended over a period of ten years, and he has been an active member of the organization in almost every capacity, beginning as an apprentice machinist with the International Time Recording Company, Limited, in 1909, when International Time Recorders were first manufactured in Canada. When F. E. Mutton became general manager of the International Time Recording Company in 1915 Mr. Morris was placed in charge of the Time Recorder Service Department at Montreal. It was here that he graduated as a salesman, and after a short time spent in Montreal and Toronto in this capacity was appointed Sales Agent for Time Recorders in Manitoba and Saskatchewan. At the time the International Business Machines Company, Limited, was organized in 1917, comprising the International Time Recording Company, Dayton Computing Scale Company, and Tabulating Machine Company, Mr. Morris made a study of the Tabulating Machine business and was appointed subsequently representative of this branch of the company's interests in Western Canada. In August of last year he was called to the head office in Toronto to assume the duties of assistant to Mr. Mutton, vice-president and general manager. His appointment as sales manager of the Time Recorder Division was announced at the convention which the company held January 3-8.

J. A. Macdonald

President of Amherst Pianos Limited becomes member of Dominion Senate

Succeeding the late Senator Peter McSweeney, of Moncton, N.B., in the Upper Chamber at Ottawa, J. A. Macdonald, of Shediac, N.B., brings to the position a life-long experience in manufacturing industry. As president of Amherst Pianos, Limited, he is head of one of the best managed industries in the Maritime Provinces and one that has won wide recognition for the merit of its product. On various occasions Senator Macdonald has served on conciliation boards under the Industrial Disputes Act and his relations with labor have always been of a most friendly kind.

J. R. Marlow

Montreal Manager of Willys-Overland, Limited, Promoted to Secretary-Treasurer

Several changes have taken place in the personnel of Willys-Overland, Limited. J. R. Marlow has been promoted from the position of Montreal branch manager to be secretary and treasurer of the company. As he will also have supervision of sales generally, Mr. Marlow will take over many of the duties formerly performed by Mr. McKay and Mr. Dover. His appointment follows Mr. Burt's transfer to one of Overland's allied industries, the New Process Gear Company, of Syracuse, N.Y. When T. A. Russell, president of Willys-Overland, Limited, announced the appointment of C. R. Burt as general manager, it was part of the arrangement with Mr. Willys and Mr. Chrysler that Mr. Burt would return to the United States later in the present year. Owing to develop-

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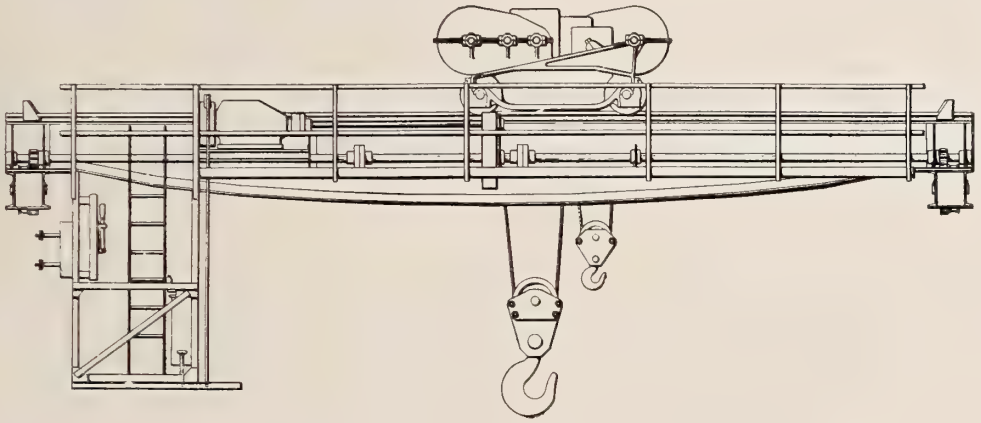
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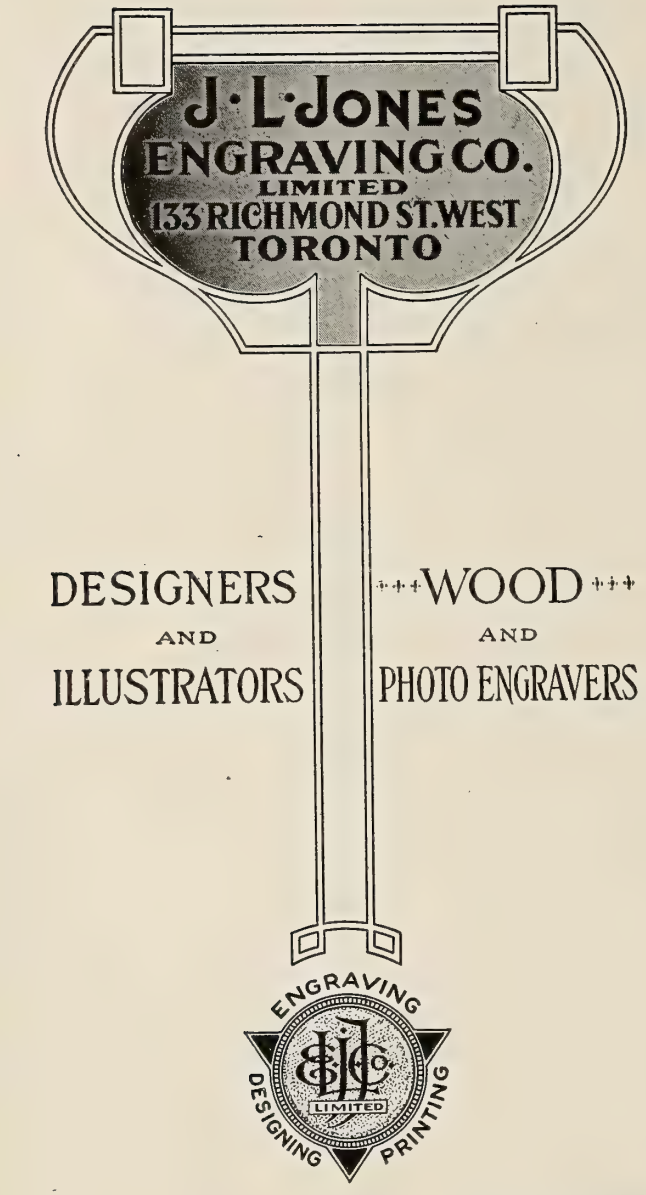


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ments earlier than expected, it was found advisable for Mr. Burt to assume the management of the gear company in January. Formerly sales manager of the Russell Motor Car Company in Toronto, Mr. Marlow went to Montreal in 1915 to take charge of the then Russell Motor Car Company branch. This branch was taken over as a branch of Willys-Overland, Limited, in 1917, and Mr. Marlow continued as manager.

John Stanfield

Head of Stanfields Limited, Truro, Appointed to the Dominion Senate

Announcement was made on February 17th that Lt.-Col. John Stanfield, president of Stanfields, Limited, Truro, N.S., had been appointed a member of the Dominion Senate. The new Senator was born in Charlottetown, P.E.I., in 1868, and has been engaged in the woollen business since he was sixteen. At an early age, in partnership with his brother, he bought out a small woollen mill in Truro and from this small beginning he succeeded in building up the present large and successful industry, of which he has been president for 25 years. He entered politics in 1907, being returned to the House of Commons in a by-election that year. He was re-elected in 1908 and 1911 and was for some years Chief Government Whip. During the war he raised the 193rd Highlanders and engaged in military work both in Nova Scotia and in England.

Deaths Among Prominent Manufacturers

Andrew J. Dawes

President of National Breweries, Limited, Dies at his Home in Montreal

The death of Andrew J. Dawes, president of the National Breweries, Limited, occurred at his Montreal home on the morning of February 11th. Mr. Dawes was a son of the late James P. Dawes of Dawes Brewery, Limited, and became president of that company before their amalgamation with the National Breweries. He was also vice-president of the Merchants Bank and a director of the Bell Telephone Company, Limited, and several other corporations.

The late Mr. Dawes was seventy-three years old at the time of his death. He is survived by his wife and two daughters, Mrs. F. L. C. Bond and Mrs. B. H. Porteous, of Montreal.

John J. Main

President of the Canadian Incinerator Company, Limited, Dies at his Toronto Home

John J. Main, president of the Canadian Incinerator Company, Limited, Toronto, and formerly manager of the Polson Iron Works, died at his home in Toronto after a protracted illness following several strokes of paralysis. Mr. Main was born 70 years ago on the Island of Jersey. He came to Canada as a young man, working at his trade as a boilermaker. His invention of the Heine boiler was the beginning of his rapid rise in the boiler industry. At various times he was superintendent for the Doty Engine Company, Limited; the John Inglis Company, Limited, and the Bertram Engineering Works, Limited. During the war he worked for the Imperial Munitions Board without pay and turned over to the military authorities all his patents on oil-fired boilers.



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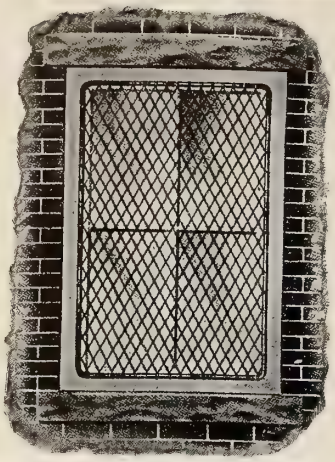
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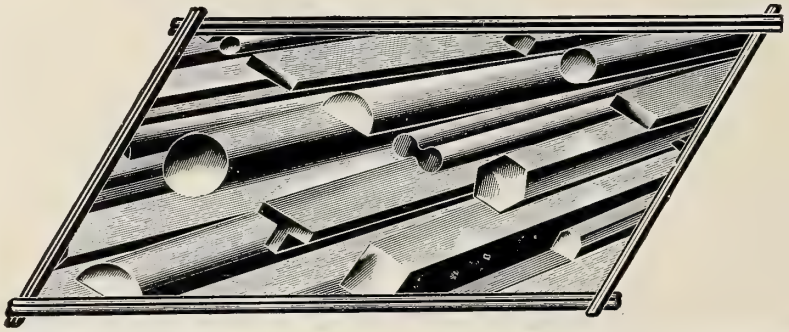


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J. Harry Paterson

Death of Founder and President of the Toronto Hardware Manufacturing Company

J Harry Paterson, president of the Toronto Hardware Manufacturing Company, Limited, died at his home in Toronto on February 4th. Mr. Paterson, who was sixty-eight years old, was taken ill on the previous day and his death was quite unexpected.

The late Mr. Paterson was educated at Trinity College School in the early days of that institution. In later life he became prominent in manufacturing circles, founded the Toronto Hardware Manufacturing Company and built it up to its present position. He was an active member of the C.M.A.

Many charitable enterprises benefited through Mr. Paterson's interest, in particular the Toronto House of Industry of which he was for many years the treasurer. He was an Anglican and a member of Ionic Lodge, A.F. & A.M.

Surviving are his widow who, before her marriage, was Miss Florrie Ince, daughter of the late William Ince, of Toronto, one brother, Rev. Thomas Paterson, of Toronto, and two sisters, Mrs. Emily Winstanley and Miss L. Paterson, both of Los Angeles, Cal.

James McLauchlan

President of McLauchlan & Sons Company, Limited and Ex-Mayor of Owen Sound

James McLauchlan, for fifty years a citizen of Owen Sound, died there on February 12th in his 87th year. He was born in Kirkcudbright, Scotland, and came to Canada in 1852, settling at Hamilton, Ontario. In 1871 he went to Owen Sound where in partnership with the late William Anderson he opened a small bake shop. When Mr. Anderson retired from the business five years later, Mr. McLauchlan became head of the firm and under his leadership it has grown to the large manufacturing house now known as McLauchlan & Sons Company, Limited.

The late Mr. McLauchlan was for forty years a member of the Board of Education and for one term its chairman. He was mayor of the town for two years and was one of the founders of the public library. In politics he was a Conservative and contested the riding of North Grey in 1896 against the late John Clark and Hon. William Paterson. He was a Past Master of St. George's Masonic Lodge, Past Principal of Georgian Chapter; a charter member and Past Preceptor of Offanto Preceptory and a Noble of Rameses Temple, Mystic Shrine. For several years he was Chairman of the Biscuit and Confectionery branch of the Canadian Manufacturers Association. He leaves one daughter, Mrs. W. J. Stewart, Owen Sound, and five sons: James M., William G., George D., all in Owen Sound; Joseph K., Toronto, and John H., in West Virginia.

Jenkins Brothers, Limited, of Montreal, have sent out their 1921 calendar. It is a heavy card with a metallic finish and bears an illustration of the company's plant as well as pictures of several valves, products of the firm.

A rich deposit of nickel copper ore, 800 feet long and from 100 to 400 feet wide, has recently been discovered at Bear River by Dr. J. E. Wilkinson. The ore occurs in norite, which the discoverer claims is exactly similar to the Sudbury norite.

Steel shipbuilding in British Columbia for 1920 shows a deadweight tonnage of 83,300 steel tons, as compared with 70,200 tons in 1919. Included in this year's construction are five freighters for the Canadian merchant marine.

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The Pulse of Business in Canada

Building Conditions

Increase of $201,000 in Value of Construction Contracts Awarded in January

Construction contracts were awarded in Canada during January to a value of $8,947,500, according to figures compiled by MacLean Building Reports, Limited. This represents an increase of $201,000 over December, 1920. Of the total, Ontario's share was $2,643,600; Quebec's, $1,261,200; the Western Provinces' $4,945,800, and the Maritime Provinces' $77,900. The figures in detail are:—

Class	Number	Value
Residences—		
Frame	121	$426,900
Brick	119	799,600
Business Buildings—		
Frame	61	240,900
Brick	104	1,479,900
Concrete	1	800,000
Industrial Buildings—		
Frame	4	8,000
Brick	9	248,000
Concrete	1	15,000
Engineering Construction—		
Steel Bridges	5	284,300
Concrete Bridges	3	9,000
Miscellaneous	15	4,635,900
Total for all Canada		$8,947,500

Trade Returns

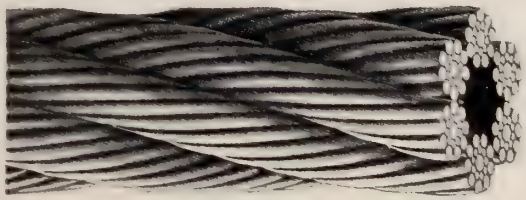
Both Imports and Exports for January are Lower than Last Year

Trade returns issued by the Department of Customs show a considerable decrease in both free and dutiable imports during January. The reduction is most noticeable in the imports of fibres, textiles and textile products. Exports also declined, particularly those of animals and animal products though decreases are shown in all other classes as well. Following are the statistics of January trade:—

Imports Entered for Home Consumption.

Month of January.

	1920. Free.	1920. Dutiable.	1921. Free.	1921. Dutiable.
Agricultural and vegetable products, mainly foods	$3,835,217	$9,618,580	$2,278,702	$6,553,450
Agricultural and vegetable products, other than foods	5,292,763	3,783,081	2,212,649	4,773,093
Animals and animal products	5,404,492	4,178,029	924,664	2,730,385
Fibres, textiles and textile products	10,480,846	20,383,521	2,967,821	6,980,649
Chemicals and chemical products	1,229,456	1,852,018	696,777	996,552
Iron and steel and manufactures thereof	1,820,168	13,990,565	2,015,129	10,858,753
Ores, metals and metal manufactures, other than iron and steel	1,360,751	2,878,608	722,785	3,390,637
Non-metallic minerals and products	4,852,100	4,478,396	5,783,917	10,488,638
Wood, wood products, paper and manufactures	1,346,605	2,257,302	1,254,278	2,475,402
Miscellaneous	1,638,441	2,898,410	2,114,405	2,033,537
Total	$37,260,839	$66,318,510	$20,971,127	$51,281,096
Duty collected		$18,083,915		$10,063,617



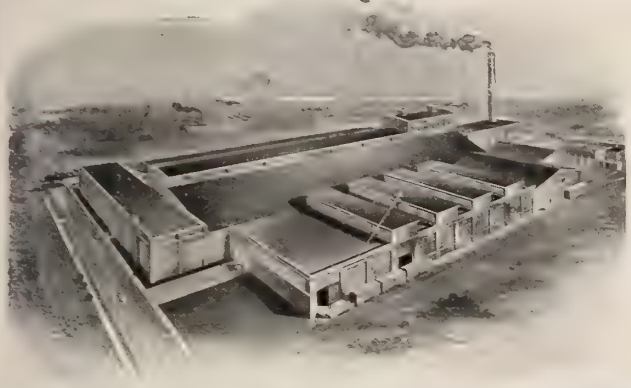
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Exports.

	Month of January. 1920. Domestic.	1920. Foreign.	1921. Domestic.	1921. Foreign.
Agricultural and vegetable products, mainly foods	$37,858,129	$265,371	$35,996,216	$51,992
Agricultural and vegetable products, other than foods	3,699,388	71,594	1,728,222	70,047
Animals and animal products	28,386,003	236,308	13,379,801	71,806
Fibres, textiles and textile products	5,386,641	334,232	2,630,526	152,552
Chemicals and chemical products	1,427,639	96,500	846,748	10,820
Iron and steel and manufactures thereof	7,206,773	1,890,585	4,635,564	313,743
Ores, metals and metal manufactures, other than iron and steel	5,588,854	232,428	2,353,680	71,831
Non-metallic minerals, and products	3,715,200	41,634	2,893,161	41,822
Wood, wood products, paper and manufactures	17,944,020	110,940	15,672,698	91,808
Miscellaneous	6,736,027	289,305	776,200	144,621
Total	$117,948,674	$3,568,897	$80,912,816	$1,021,042

Bank Clearings

Figures for January, 1921, Show Decrease from those for January, 1920

Bank clearings for January, 1921, show a decrease of some hundred and fifty millions as compared with January, 1920. At Montreal there was a decrease of $119,325,172, while only five clearing houses report increases, the largest of these being at Winnipeg. The following figures from the *Monetary Times* show the changes:—

	Jan. 1921.	Jan. 1920.	Changes.
Montreal	$494,702,024	$614,027,196	—$119,325,172
Toronto	414,365,319	447,974,237	—33,608,918
Winnipeg	234,762,892	206,963,731	+27,799,161
Vancouver	58,553,665	64,698,847	—6,145,182
Ottawa	35,298,519	40,971,148	—5,672,629
Calgary	33,866,122	37,638,201	—3,772,079
Hamilton	26,290,242	29,168,399	—2,878,157
Quebec	25,915,954	27,449,109	—1,533,155
Edmonton	22,179,390	24,488,025	—2,308,635
Halifax	17,287,952	21,487,859	—4,199,907
London	15,082,624	15,978,011	—895,387
Regina	17,621,104	18,129,119	—508,015
St. John	12,929,720	14,937,167	—2,007,447
Victoria	10,687,103	11,609,302	—922,199
Saskatoon	8,455,627	8,773,312	—317,685
Moose Jaw	6,777,067	7,060,890	—283,823
Brantford	6,032,193	5,687,152	+345,041
Brandon	3,025,132	3,129,439	—104,307
Fort William	4,267,983	3,982,588	+285,395
Lethbridge	3,023,975	3,338,654	—314,679
Medicine Hat	2,082,823	2,241,896	—159,073
New Westminster	2,432,749	2,551,285	—118,536
Peterborough	3,888,379	3,862,216	+180,040
Sherbrooke	4,805,860	4,985,900	—180,040
Kitchener	4,059,420	5,092,879	—1,033,459
Windsor	12,685,093	10,835,496	+1,849,597
Prince Albert	1,996,653	2,090,029	—93,376
Totals	$1,485,075,584	$1,639,152,087	—$154,076,503
Moncton	4,178,237		

Central British Columbia

New Descriptive Booklet Issued by the Department of the Interior

The Department of the Interior has issued a descriptive booklet on Central British Columbia prepared by F. H. Kitto, under the direction of the Superintendent, Natural Resources, Intelligence Branch. Several sections are devoted to general information about the history, resources, etc., of the province, and the six districts are then considered separately. A discussion of agricultural and industrial opportunities is included in the work, and the prospective settler is further assisted by appendices containing summaries of the more important regulations about land-holding, mining and water rights. The book is illustrated by views of industrial and farming centres, and a good map completes it.

Industrial Canada

ISSUED BY

The Canadian Manufacturers Association
INCORPORATED

Vol. XXI. TORONTO, APRIL, 1921 No. 12

Editorial Comment

The Value of Industrial Tours

TOURS of Ontario industrial centres during the past month by officers and members of the Association proved to be a capital way of working up interest in the organization. As a rule, members who live in the smaller cities and towns, while they may make some use of the services rendered by the Association, are of necessity to a considerable extent out of touch with the many activities at headquarters. To take to them the news of what is going on and to seek their counsel and advice on questions of policy is of benefit to both the visitor and the visited. This was one of the main purposes of the tours, and it was, we feel, satisfactorily achieved as the various parties proceeded from point to point.

Another objective was to enlist the support of manufacturers who have not yet become members. This is also good missionary work, for the Association gains in strength and influence by the addition of each new member. While it cannot yet be stated what results were attained in this direction, there is no doubt that a considerable number of new members will be added to the membership list when the necessary follow-up work is completed.

Speeches of several members of the touring parties were directed towards getting local members to make a greater use of Association services. The value of these services was illustrated with concrete cases. Meetings were told of how, oftentimes, many dollars had been saved by placing problems in the hands of officials at headquarters. This first-hand evidence was most convincing and should go a long way towards developing a more active interest on the part of outside members in the work of the organization.

The kindly receptions that were tendered the touring parties were features of the trips. Nothing was left undone to make the brief visits of the tourists pleasant and profitable. Industries were thrown open for inspection, lunches and dinners were tendered and all possible arrangements made for the comfort and convenience of the visitors. Indeed, so advantageous were the trips from the standpoint of both the visitors and the visited that it would seem advisable to make them regular features of the Association's programme in future.

Quebec, a Great Industrial Province

THIS number of INDUSTRIAL CANADA is devoted very largely to an account of the industrial development of the Province of Quebec. The theme is an interesting one. Quebec lays many claims,—historical, racial and otherwise,—to the attention of the people of Canada, but in no respect is it more deserving of appreciation than in the way its people have built up, with the resources at their command, a great and prosperous industrial fabric.

The French-Canadian artisan, as is pointed out by more than one contributor to this number, possesses special merits not only in his skill as a craftsman, but in his industry and reliability. We are told by those who have been intimately associated with him that he has great respect for authority and is strongly opposed to that spirit of radicalism which seeks to subvert the present economic system. These characteristics all conduce to the stability of industry in the Province of Quebec and are an undoubted source of strength to its manufacturers.

Our immediate reason for issuing this Quebec Feature Number is to work up early interest in the annual general meeting of the Association which, as has already been announced, is to be held in Quebec City on the 7th, 8th, and 9th of June. It is our hope that the many attractions of the ancient capital, coupled with the value of the meeting itself, will draw a large attendance of members. Apart from these considerations, we feel that Quebec's industrial position in itself merits special treatment, and it is a pleasure to devote our pages to a series of articles descriptive of its various features.

The Quebec feature articles are not completed in this number. Others now in course of preparation will be published in the May issue, which will also be devoted very largely to the same general subject. The two numbers taken together will comprise a fairly complete review of the industrial progress of the province.

Quebec's Water Power Potentialities

NORWAY is the foremost country of the world in the per capita development of water power. Two of the determining factors in this pre-eminence have been the quantity of power available and its convenient location to tide-water. Quebec has approximately the same amount of available water power and equal population to Norway. Its development of power is but little less and it has ready access to tide-water. Quebec, under an enlightened policy, is making wonderful progress and expects to assume a foremost place in the "White Coal" sphere within a very short time.

The Attitude of the Press

RECENT references to the Association and its work in the columns of the press seem to indicate a desire on the part of editors to give the organization a fairer interpretation than has oftentimes been the case in the past. The tours through Ontario industrial centres, with their open meetings at which the real work of the Association was explained, undoubtedly served to improve the attitude of both press and public towards the organization. This effort to be fair in judgment is appreciated by members of the Association and those entrusted with the administration of its affairs, and it is hoped that, with increased knowledge, there will be less ground for misunderstanding.

Referring to the visit to Quebec in February of members of the Executive Council and the holding of the monthly meeting of council there, *L'Evenement* declared that, "The Canadian Manufacturers Association well deserves to be favorably appreciated by all the people. In the last years its members gave great examples of initiative, patriotism, vision and energy." It then proceeded to dilate on the war service of manufacturers and their efforts in the direction of reconstruction. "With firmness and intelligence they are working again, and harder than ever, for a complete restoration of business. They are not selfish in their aims because they understand that co-operation and solidarity are needed to attain sound prosperity."

The *British Whig*, of Kingston, on the occasion of the manufacturers' visit to the Limestone City, expressed itself as follows: "Just now, when the 'C.M.A.' is being attacked by the 'U.F.O.' leaders, it is only fitting that the people should understand what the C.M.A. stands for in Canada It is an association of manufacturers whose business it is to promote the best interests of Canadian industry by overcoming obstacles and solving problems that individual concerns would be unable to do. In this way vast progress would be made in the facilities for increasing the volume of Canadian trade, in transportation, shipping and in the development of a general public policy favorable to industrial growth, the profitable employment of capital and labor and the upbuilding of population, thus creating an ever-increasing market for Canadian agriculture right at home."

Extra Provincial Licensing Acts

FOR a number of years past, joint stock companies carrying on business in Canada have been compelled to give increasing attention to a class of legislation adopted by a majority of the provinces, under the name of "Extra Provincial Licensing Acts."

The British North America Act gives to the provincial legislatures jurisdiction over the incorporation of companies with provincial objects. The jurisdiction with respect to incorporating companies with objects other than provincial rests, of course, with the Dominion Parliament.

While the boundaries of the respective jurisdictions of the Dominion and the provinces over other subjects have been fairly well ascertained by judicial decisions, the doubts which, ever since Confederation, surrounded the whole subject of the relative powers of the provinces and the Dominion over the incorporation and control of companies have only at a comparatively recent date been brought specifically before the courts.

Because Dominion-chartered companies claimed that they were exempt from provincial legislation and could, therefore, carry on business anywhere in Canada without taking out a license in each province in which they did business, several test cases of interest to Canadian manufacturers were brought about. The Privy Council, in the John Deere Plow case, established the principle that Dominion-chartered companies are not amenable to discriminatory enactments of the provincial legislature. Many provinces endeavored to square their statutes with this decision, but others contended that their Acts were valid and could be distinguished from the Act which was in question in the John Deere Plow case.

Still further test cases, through the activity of the C.M.A., were taken to try out the validity of these attempts. The Supreme Court of Canada being divided, the Legislation Committee of the C.M.A. thought that a solution should be found in a conference of Dominion and provincial representatives.

A group of Dominion companies, however, thought that having proceeded so far, it was eminently desirable that a final decision of His Majesty's Privy Council should be obtained.

That decision has now been issued, under which it

is found: 1. That in the case of all four appellant companies the provisions of the parts of the provincial companies Acts which were the subject of the proceedings in the courts of the provinces of Ontario, Manitoba and Saskatchewan, in so far as they purport to apply to the appellant companies respectively, are *ultra vires* of the provincial legislatures in each case, and that these companies are not precluded by reason of not having been licensed, or registered under those Acts from carrying on business and exercising their powers in the three provinces, and are not liable to the penalties prescribed for having so carried on business and exercised their powers. 2. That in the case of the Province of Ontario none of the appellant companies can acquire and hold lands in the province without a license under the provincial Mortmain Act, and that it is within the power of the other provincial legislatures to impose the requirements of a license directed to this purpose. No costs are awarded.

The Legislation Committee is considering the most convenient way of convening a conference of Federal and Provincial representatives with a view to an equitable arrangement for the future on behalf of all interests.

Rash and Injurious Statements Should be Nailed

UNDOUBTEDLY a great deal of harm is done by the publication of statements such as that credited to Mrs. A. H. Beaton, president of the Women's Liberal Association, Toronto. Mrs. Beaton, in attempting to answer Sir Henry Drayton's assertion that Canadian housewives were largely to blame for the adverse condition of exchange between the United States and Canada, declared boldly and emphatically that aluminum utensils manufactured in the United States lasted six times as long as Canadian-made utensils. This obviously ill-considered statement was given considerable prominence in the news columns of the Toronto *Globe* of March 23rd, and among ill-informed people would probably be accepted as correct and a great injustice be thereby done to Canadian manufacturers.

Credit is due to those manufacturers of aluminum ware who took prompt action to controvert Mrs. Beaton's injurious remarks. Unfortunately, the same prominence rarely attaches to the answers to such sensational statements as to the original publication, but those who read the *Globe* thoroughly would no doubt see one or other of the letters of protest that were published in its columns following the appearance of the Beaton interview.

The Northern Aluminum Co., Limited, wrote: "'Wear-Ever' aluminum utensils in Canada are made according to the same specifications and of the same quality and thickness of aluminum as 'Wear-Ever' aluminum utensils that are made in the States. 'Wear-Ever' utensils are selling in Canada at the same prices that 'Wear-Ever' utensils are selling at in the States. Aluminum cooking utensils made in Canada are just as good as similar grades of aluminum cooking utensils made in the States."

L. McLain, president of The Louis McLain Co., Limited, wrote: "Mrs. Beaton referred to aluminum cooking utensils manufactured by manufacturers in the United States lasting six times longer than Canadian-made. This statement from Mrs. Beaton we take very strong exception to, because it is not true to fact, and is very misleading. We, as manufacturers of the 'Ideal' 'Louis McLain Line,' use an exceptionally heavy gauge of 99 per cent. pure metal in all of our utensils, and being conversant with every known line manufactured in the United States, we know that, taking any line in the United States piece for piece, that we use as heavy, if not heavier, gauge of metal all the way through our large line of aluminum cooking utensils, and as for design, finish and workmanship of utensils, our line cannot be surpassed by any manufacturer of aluminum cooking utensils."

H. G. Wright, president E. T. Wright Co., Limited, wrote: "Mrs. Beaton apparently does not know anything about the production of aluminum ware made in Canada. There are in the city of Hamilton at least three aluminum ware manufacturers, and two or three in Toronto, and I venture to say that aluminum ware made by our Canadian manufacturers is equal in every respect, and in many cases superior to the cheap German-American made aluminum ware which comes into Canada, and which helps to depreciate our good Canadian dollar.

"I am sending you a copy of our aluminum catalogue, and am prepared to put up $1,000.00 of a donation to any charity institution in the Dominion of Canada, that our 'Wellworth' aluminum manufacture is equal to anything imported."

Attacks on the quality of Canadian goods such as that delivered by Mrs. Beaton may be expected from time to time, and it behooves manufacturers to be on the alert and nail the lie the moment it is uttered. Certainly no good will be done by the publication of such wild statements, and it is a question in the field of newspaper ethics whether a paper has any justification for publishing, even in the form of an interview, a statement calculated to do such serious injury to a third party. It is useless to cast responsibility on the person interviewed. The paper alone is responsible for giving publicity to the injurious statement and its action should be judged on that basis.

Parliamentary Proceedings of the Month at Ottawa Reviewed

By INDUSTRIAL CANADA'S SPECIAL CORRESPONDENT

In the accompanying article our readers are furnished with a most comprehensive review of the proceedings in Parliament up to the beginning of the Easter recess, interpreted from the manufacturers' standpoint. The article is prepared by a writer who is intimately in touch with what is going on at the capital, and we feel that it will well repay readers of INDUSTRIAL CANADA *to devote careful attention to what he has to say.—The Editor.*

PARLIAMENT, after being in session for six weeks, adjourned for the Easter recess, having accomplished little of moment. Dr. Clark, in one of his usual free trade orations, speaking on the Speech from the Throne, outlined the present political situation and the differences between the policies of the three political parties in the following words:

"It is unfortunate that the official Opposition in this House are apparently not in a position to take direct issue with my Right Hon. friend, the Prime Minister upon the tariff question. . . . . The Prime Minister says it is the greatest issue; we agree with him and join issue on the question; we are opposed to the principle of protection; he is in favor of it. I submit to my hon. friend (Mr. Mackenzie King) that he should tell his friends that it is really impossible in this serious condition in the minds of our people, to speak with two voices upon what is the great issue of the day."

The Exchange Situation

Hon. Hugh Guthrie, who followed, dealing with the exchange situation said:

"We are buying nearly a billion dollars worth of goods from the United States, and we are selling to them about half that amount. The day of settlement is at hand now, unfortunately, and we are settling by going out in the market and buying American currency, and by doing that we are depreciating our own dollar, or appreciating the American dollar—and you have the exchange situation. . . . . There are two ways that I know of, and only two, of correcting that—you can correct it by selling the U.S. more goods, or you can correct it by ceasing to buy so much goods from the U.S."

And in addition to this line of thought, he enumerated article after article advertised in the catalogue of the United Grain Growers, stating the United States point of manufacture, and at the same time mentioning the number of companies within the Dominion making the same class of articles, from whom the Grain Growers, were they so minded, could purchase.

The agreement between the party managers was that the debate should end on Thursday, March 3rd, but the carrying out of the agreement was rendered possible only by remaining in session until 4.35 Friday morning, when the vote was taken, and the address disposed of, the Government being sustained by a majority of twenty-five.

Canada's railway situation has already been up twice for general discussion, first on motion of Mr. Campbell, of The Pas, that work should be resumed as early this year as possible on the Hudson Bay Railway, and the project completed without any further delay, which claim brought the ministerial announcement from Dr. Reid that further work is abandoned until the financial conditions of Canada will permit of its resumption, and second when Dr. Reid made his annual statement in connection with the Canadian National Railways, announcing a fixed charges and operating deficit, for the calendar year 1920 of $70,331,734.88, without taking into consideration any interest or fixed charges on the Transcontinental or National Railways.

Standardization of Parts

The discussion introduced by A. B. McCoig, M.P., regarding the standardization of certain parts of agricultural machinery, resulted in this subject being referred to the Committee on Agriculture and Colonization; those who believe that the acme of perfection has already been reached and that neither industrial research nor corporate or private initiative are capable of bringing about any improvements, are comparatively limited in number, and it is likely that those who look with disfavor upon any hampering restrictions likely to retard invention and improvement, will win when the issue is fought out either before the Committee or in the House, although the technical nature of the subject may necessitate the presence before the Committee of the implement manufacturers desirous of continuing to live up to their watchwords of "Progress" and "Improvement."

From a trade standpoint the announcements of Sir George Foster are of interest that Great Britain's treaty with the Soviet authorities was concluded entirely irrespective of the self-governing Dominions, but that Russian subjects have a perfect right to make purchases and pay for purchases in Canada, and that Canadians have a full right to trade with Russian subjects, as was the announcement that Roumania has used $22,571,073 of the established credit of $25,000,000, and that Greece has used $7,475,073 of her credit for like amount.

Answers to Questions

In answers to questions by members the Ministry announced many interesting facts of which the following are samples:

Roumania on April 1, 1921, will owe Canada in interest $1,475,234.96. Negotiations regarding payment of this amount are in progress.

No Imperial Conference is to be held in 1921, but at a meeting of Prime Ministers in June there will likely be a review of the foreign policy of the Empire, discussion of the renewal of the 1911 treaty with Japan, and consideration of a naval policy based upon co-operation.

During a period of four years the Dominion Government floated the following domestic loans:

YEAR ENDING MARCH 31.

	Amount.
1916	$97,003,600 22
1917	115,889,812 65
1918	517,430,056 35
1919	584,281,459 07

Farmers have paid by provinces as income taxes for the years 1917 and 1918, the following amounts:

Province.	No. of farmers paying in 1917.	No. of farmers paying in 1918.	Amount paid for both yrs.
Nova Scotia and Prince Edward Island	17	37	$2,721 72
New Brunswick	5	29	2,393 30
Quebec	94	163	9,500 78
Ontario	488	2,042	69,794 75
Manitoba	1,853	4,352	151,036 17
Saskatchewan	3,387	4,377	340,900 98
Alberta	3,011	1,356	361,218 39
British Columbia	104	417	22,203 63
Yukon	3	1	30 55
Totals	8,962	12,774	$957,980 27

For the fiscal year ending March 31st, 1920, eleven individuals paid tax on incomes of $200,000 or over.

The Lignite Utilization Board expect to complete by next June the coal briquetting plant at Bienfait, Sask., at a cost of $675,000. The plant will have a minimum capacity of 100 tons of briquettes per day and the output will be marketed through the ordinary channels of trade.

The Dominion note circulation on March 31st, 1914, was $117,795,718.53, and on February 28, 1921, it was $290,194,519.92.

There are estimated to be now only 900 antelope in Western Canada and of these 100 are on a Dominion Government antelope reserve of 5,000 acres recently established near Nemiskam, Alberta..

Canada bears 25/478 of the total expenses of the League of Nations.

By way of resolution the Government has given notice of its intention of coining five-cent pieces out of pure nickel of standard fineness weighing seventy grains.

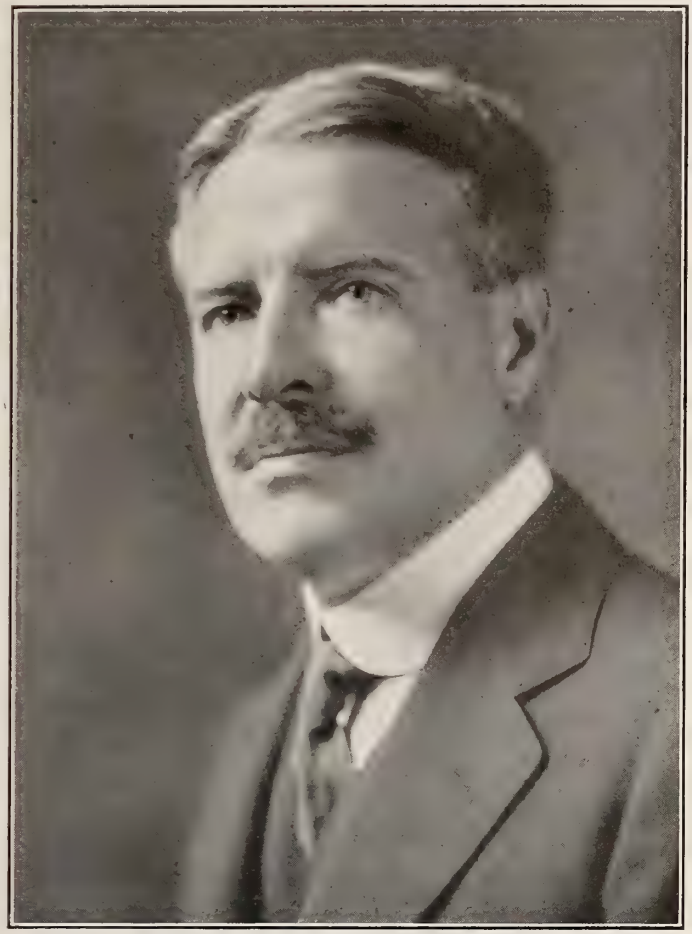
Time-consuming discussions of an academic rather than of a practical nature, and which, generally speaking, are not expected in Parliamentary circles to result in Governmental action, have taken place regarding the Cattle Embargo, the Great Lakes-St. Lawrence Deep Waterway, the Housing Problem, Political Patronage, the advisability of a Minister of the Crown having the right to occupy a seat in either Chamber when matters affecting his department are under discussion, and the propriety of Ministers of the Crown acting as directors in Canadian corporations, all of which debates occupied much of the time of Parliament and many pages of the official reports. Belonging to this class, but of a more practical nature than most, was a resolution regarding development of Canada's national resources, introduced this session by Dr. Manion, which furnished an excellent opportunity to sixteen speakers to dilate upon the Dominion's wealth in lands, mines, forests and fisheries. Of a similar class, but still to come, are the discussions on Proportional Representation, and the making of Vancouver a Free Port.

Now that the War Measures Act is no more, and with the return of peace-time conditions, orders in council directly affecting manufacturers or the public generally are less numerous than during the war period, but under certain Acts of Parliament the Governor-in-Council still has power to take action which it is deemed inadvisable to limit to Parliamentary regulation. Under such powers an order in council has recently been passed of direct benefit to numerous manufacturers of food products. During the session of 1920 the Food and Drugs Act was passed providing that on goods sold in sealed packages the weight, measure or number must be clearly indicated. When this provision became law many manufacturers found themselves with bottles, boxes, cartons and labels in stock which did not comply with the new law, and such manufacturers were pleased to learn that the Governor-in-Council had postponed until January 1st, 1922, the weight, measure or number marking provisions, thus giving them an opportunity to use up their stock on hand.

The Government has announced its policy on butter substitutes by giving notice of a resolution permitting under proper supervision and indefinitely, the importation or manufacture within Canada of olemargarine. If legislation in the terms of the resolution is enacted, this industry, the existence of which has been attacked in Parliament on dozens of occasions since 1886, may finally rest on a foundation which will permit of its legitimate expansion.

The only bill enacted into law is an amendment to the Election Act necessary in connection with the Ontario Referendum. Bills relating to patents and copyrights have been given their first readings and are available in printed form.

The Government has given notice of its intention to amend the Insurance Act, the most contentious amendment being the one providing that in the case of any insurance against fire on property situated in Canada, effected in any unlicensed company, the person effecting such insurance shall pay to the Minister of Finance for Consolidated Revenue Fund, a sum equal to fifteen per cent. of the total net cost of such insurance so effected, but not to exceed in any case fifteen cents for each one hundred dollars of insurance for one year, or a proportionate sum for any longer or shorter period.



Hon. Sir Henry Drayton

As Minister of Finance, one of Sir Henry's Most Important duties is to prepare and present to Parliament the National Budget. He is now engaged night and day in working out its detail

The moment when a Cabinet Minister comes most directly under fire is when he faces Parliament asking for the money necessary to carry on the next year's operations of his department. Dr. Tolmie was this session the first to make his bow as an applicant for funds, and at the end of three sittings of the House had been granted for agricultural purposes $5,602,139.50, an increase over last year of $139,139.50. The Minister of Justice came next and was granted his supply, and the Minister of Trade and Commerce had a portion of his estimates voted when the House adjourned for the Easter recess.

In view of the public utterances of President E. W. Beatty and the Hon. Mr. Crerar regarding the necessity on economic grounds of a progressive immigration policy in order that by increase of population the taxation burden may be lightened by being borne by a greater population, importance is being attached to the discussion which will take place when S. W. Jacobs, M.P., commences from his seat in the House, as he has announced his intention of doing, a full discussion of the Government's immigration policy.

The most frequent subject of discussion in the corridors and lobbies of Parliament is "Will or will not the tariff revision be brought down this session." Those who are prophesying that the revision will not take place, are basing their opinion largely upon the desirability of Canada, before announcing her policy in this regard, knowing just how high the Harding administration contemplates

(*Continued on page* 102.)

Un Message Bilingue du Premier Ministre de Quebec

(A Bilingual Message from the Premier of Quebec)

CEUX dont la mission consiste à diriger l'industrie, et souvent à la créer, ont à l'heure présente une tâche aussi lourde qu'importante. Aucun peuple n'a échappé aux répercussions économiques de la grande guerre. Plusieurs de nos industries ne pourront subsister qu'en se réadaptant à des conditions nouvelles. Il en est où le coût de la production semble prohibitif. D'autres voient leur existence compromise par les taux élevés de transport. Les usines et les ateliers n'ont plus la main-d'oeuvre laborieuse et experte qui faisait leur valeur. En face de l'instabilité des marchés de consommation et en butte aux exigences croissantes du travail, le capital hésite à s'engager. Il est devenu d'une prudence qui confine à la pusillanimité et qui peut dégénérer en une funeste abstention.

* * * *

La puissance économique et financière du Canada dépend cependant et de son activité industrielle et de son activité agricole. Nous n'allégerons nos charges budgétaires et n'acquitterons nos dettes à l'étranger que dans la mesure où, à une production agricole intensive, s'ajoutera un développement industriel qui puisse mettre en valeur les énormes ressources de notre pays.

* * * *

Aussi convient-il de féliciter nos manufacturiers canadiens d'avoir pris conscience de leur responsabilité, et d'apporter à la solution des problèmes de l'industrie la totalité de leur pensée et de leurs efforts.

Il me plaît surtout de les voir tenir leur prochaine convention au sein de la province de Québec, qui leur a indiqué la voie à suivre dans l'étonnante façon dont elle a su allier à une production agricole sans cesse croissante un prodigieux développement industriel.



Hon. L. A. Taschereau

Premier Ministre de Quebec

Car, c'est bien là l'angoissant dilemme que de multiplier et de grossir les centres du commerce et de l'industrie et de ne pas encourager un exode funeste vers les villes.

Pour que le développement industriel d'un pays s'opère en toute sécurité et durablement, il faut qu'il repose sur une production agricole suffisant aux besoins de la population et qu'il ne détourne pas l'élément rural de son emploi.

La province de Québec a su réaliser ces conditions. En ces derniers vingt ans, alors que se triplait le nombre de ses manufactures, l'étendue de ses terres en culture se triplait également. Les capitaux engagés dans nos industries se sont sextuplés depuis 1900; et, durant la même période, la valeur de nos récoltes s'est accrue exactement de six cents pour cent.

En s'exerçant ainsi, concurremment, notre activité industrielle et notre activité agricole s'alimentent mutuellement et peuvent s'intensifier sans se nuire. Il arrive même que l'abondance et la qualité des produits agricoles créent des industries de transformation très profitables. * * * *

Les industriels, les négociants et les hommes d'affaires qui se réuniront à Québec ont une notion trop juste des vérités économiques pour perdre de vue la relation qui doit exister entre la prospérité agricole et le développement industriel.

Entreprise dans cet esprit, puisse leur convention

ON the captains of Industry a heavy and important task is imposed at the present time. No nation has escaped the economic shock of the great war. Many of our industries can only carry on by adapting themselves to new conditions. In some the cost of production seems well nigh prohibitive. The very existence of others is threatened by the expensive cost of transport. Factories and workshops have lost the assiduous and skilled workmen who formerly gave them their principal value. Confronted with unstable markets and the ever-growing demands of labor, capital has become shy. It has developed caution bordering on faint-heartedness, or even fatal inaction.

* * * *

The economic and financial power of Canada depends however upon its industrial and agricultural activities. We can only lighten the burden of our budgets and discharge our foreign debts according as an increased agricultural production, added to a large industrial development, enables us to reduce to value the vast latent resources of our country.

* * * *

Our Canadian manufacturers are to be congratulated on having appreciated their responsibilities and on seeking by every means in their power a solution of our industrial problems.

I am particularly gratified that they should hold their next convention in the heart of the Province of Quebec, which has pointed the way in the surprising manner in which she has combined an ever-growing agricultural production with a prodigious industrial development.

For the crying difficulty is, how to swell the centres of commerce and industry without a fatal depletion of the rural population.

In order that a country's industry may develop securely and permanently, it should be based upon an agricultural produce sufficient for all the needs of the people and should not drain the rural population from the fields.

These ideal conditions the Province of Quebec has achieved. In the course of the last twenty years, whilst the number of its manufactures has trebled, the acreage under cultivation has also increased threefold. The capital invested in our industries is six times what it was in 1900, and the value of our harvests has increased exactly six hundred per centum in the same period.

By thus keeping pace together, our industrial and agricultural interests can mutually support one another and flourish without injury to either. It is a fact indeed that the abundance and excellence of agricultural produce often gives rise to most profitable industrial operations.

* * * *

The manufacturers, merchants and business-men who will meet in Quebec have too clear a view of economic truths to lose sight of the relation which must exist between agricultural prosperity and industrial development.

I trust that the Convention entered on in this light

leur inspirer d'heureuses initiatives, susciter en chacun l'énergie créatrice, et provoquer un redoublement d'activité industrielle qui contribuera à libérer notre pays de ses obligations financières et nous permettra de reprendre notre marche vers les hautes destinées réservées au Canada. —*L. A. Taschereau.*

may conceive many fruitful enterprises, arouse in all the energy for creation, and bring about such redoubled industrial activity as will aid in releasing our country from its financial obligations and allow us to resume our progress towards the high destiny reserved for Canada. —*L. A. Taschereau.*

A Bilingual Reply from the President, C.M.A.

(Une Reponse Bilingue du President, A.M.C.)

APPRECIATING to the full the significance of the statesmanlike words of the Prime Minister of Quebec, I feel that it will prove an inspiration to the members of the Canadian Manufacturers Association to hold their annual convention in a province and in a city where the position of manufacturing industry is so thoroughly understood and where such splendid co-operation exists between agriculture and manufacturing industry and between employer and employee.

We look forward with the keenest interest to the approaching meeting in the historic city of Quebec where our English-speaking members will have an opportunity of fraternizing with our French-speaking members and imbibing from them some of that spirit of progress, toleration and broad sympathy which is bringing such wonderful success to the industrial life of the province.

The Canadian Manufacturers Association knows no distinction of race or creed in its membership nor does it recognize any such differences in its work. It aims at the building up, on a broad basis, of a strong, loyal and prosperous industrial nation on the northern half of this continent,—a nation in which the great industries of agriculture and of manufacturing will go forward hand in hand in the most effective co-operation. Because in Quebec we have such convincing proof that it is possible that these combinations can exist and prosper, those of our numbers whose homes are in the other provinces will welcome the opportunity to study at first hand the principles and methods which are making such results possible.

This is indeed a period of difficulty and uncertainty, and it will be rendered more so by the dissemination of doctrines calculated to unsettle the minds of the people and induce them to advocate policies which, instead of building up, will cast down and thereby ruin the work that has been so painstakingly performed during the formative years of Canada's history. It is indeed a matter of great satisfaction to learn that in the Province of Quebec those influences which tend to stability are so strong and so effective. Quebec may well prove an object-lesson to the rest of Canada in the industrious and thrifty habits of its people, in the sane policies of its government, and in the masterly administration of its great and growing industries.

On behalf of the Canadian Manufacturers Association, with its 4,200 members scattered from coast to coast, may I thank the Prime Minister of Quebec for his words of counsel and of welcome and express the hope that the coming Quebec Convention will prove to be the fruitful gathering which he has the kindness to hope that it will be.

—*John S. McKinnon.*



Mr. J. S. McKinnon

President Canadian Manufacturers Association

TOUT en appréciant toute la portée des paroles d'un homme d'Etat comme le premier ministre de Québec, j'ai l'impression que les membres de l'Association des Manufacturiers Canadiens devrait tenir leur convention annuelle dans une province et dans une ville, où la situation d'une industrie manufacturière est si bien comprise, et où la coopération entre les industries agricole et manufacturière est si bien appréciée ainsi qu'entre employeurs et employés.

C'est avec l'intérêt le plus intense que nous prévoyons que la prochaine réunion des membres de langue anglaise, dans la vieille cité historique de Québec, leur donnera l'occasion de fraterniser avec nos membres de langue française, et qu'ils recevront d'eux l'inspiration de leur esprit de progrès, de tolérance et de grande sympathie qui est l'essence du succès merveilleux de la vie industrielle de la province.

L'Association des Manufacturiers Canadiens ne fait aucune distinction de race ou de croyance de ses membres, et ne fait aucune différence de ce genre dans son travail. Son but est de construire, sur de grandes bases, une nation industrielle, forte, loyale et prospère sur la moitié nord de ce continent, une nation qui unira les grandes industries.

Agricole et Manufacturière qui iront de l'avant, la main dans la main, vers une coopération effective. Parce que nous sommes convaincus que dans Québec, il est possible que ces combinaisons peuvent se réaliser et prospérer, ce qui donnera à nos membres qui demeurent dans une autre province une bonne occasion d'étudier sur les lieux les principes et les méthodes qui rendent de tels résultats réalisables.

Nous traversons une période difficile et incertaine, qui sera aggravée par l'énonciation de doctrines qui seront de nature à troubler l'esprit du public, et l'induire a préconiser des principes qui, au lieu de construire, causeront la ruine du travail qui a été accompli au prix de grands sacrifices durant les années d'activité de l'histoire du Canada. Nous éprouvons une grande satisfaction en apprenant que de telles influences n'ébranleront pas la stabilité de la province qui est forte et effective. Québec sera une preuve exemplaire, pour le reste du Canada, des habitudes industrieuses et économes de sa population, à cause de la politique saine de son gouvernement et de l'admirable contrôle de ses industries croissantes.

Au nom des 4,200 membres de l'Association des Manufacturiers Canadiens, qui sont dispersés d'un océan à l'autre, permettez moi de remercier le premier ministre de Québec pour ses bienveillants conseils et ses paroles de bienvenue, lui exprimant l'espoir que la prochaine convention de Québec sera une réunion qui portera les fruits qu'il a eu la bonté de prédire.

—*John S. McKinnon.*

The Romantic History of Industrial Development in Quebec

Province was the Cradle of Canadian Industry, Manufacturing Having Originated in the French Regime and Attained Goodly Proportions by the Time of the Conquest — Extent of Manufacturing To-day

By E. T. D. CHAMBERS

Department of Colonization, Mines and Fisheries, Quebec

CANADIAN INDUSTRY, like Canadian agriculture, had its birth in what is now the Province of Quebec. Necessity was its mother. To provide clothing for their families the thrifty mothers of Canada laid the foundation of the textile industry with the spinning wheel and the hand loom. Without the skill, patience and deftness of French-Canadian operatives, our cotton, woollen, silk and other textile industries would not be what they are to-day; nor could our boot and shoe and other branches of the leather trade have attained their present enviable position. Indeed, it has been well said that "the United States itself could never have gained its prominence in cotton manufacturing and in boot and shoe making had it not been able to draw upon the Province of Quebec for its factory hands."

Intendant Talon wrote in 1671 that druggets, cloth serge, woollen cloth and leather were being made in New France, and he said: "I have of Canadian make wherewith to clothe myself from head to foot." The Ursuline nuns willingly assisted him in this policy and taught the girls of the colony to spin and weave while at their schools, and these girls going out into the world as wives of farmers and hunters carried the knowledge of their art all over the country.

Made Every Fabric Needed.

"The flax spinning wheel, the wool spinning wheel and the clumsy wooden loom were a part of the furniture of almost every house, and in course of time these industrious women provided every fabric needed for the household," says Mr. Biggar, "from the clothes they wore even to the towels used in the kitchen, the carpeting on the floor and the bed clothing under which they slept." The preparatory processes, including carding, were of course done by hand. They obtained their dyes from butternut wood and the berries and roots of wild plants, which were supplied, together with necessary instructions, by the Indians. In time their primitive looms not only turned out colored as well as plain linen and woollen fabrics, but also the *catalonnes* (so called from Catalonia in Spain) for rugs and carpets.

The Jesuit relations of 1668 speak of hat and shoe factories at Quebec and of proposed linen cloth and leather manufactures. The census of 1681 shows the existence of four weavers of cloth, one of carpets, one ribbon weaver, four rope-makers, six hatters and one carder.

There is a wealth of interesting material in the story of early industrial development in Quebec, and Mr. Chambers has given a fascinating glimpse of the beginnings of industry in the province. Of particular value is the reference to the establishment of the iron industry on the banks of the St. Maurice River, an undertaking which had a long and eventful history. Other early industries are also mentioned.

—The Editor.

Some First Things.

The first timber manufactured in Canada for export was shipped by Talon in 1667, and in 1735 Lieut. Hocquart exported timber and boards to Rochefort.

The first brewery in Canada was established by the Intendant Talon in 1672 upon the site of a portion of the present Boswell brewery between St. Valier and St. Paul streets in Quebec City.

A joint stock company for the manufacture of iron upon the banks of the St. Maurice was formed in 1733 by Messrs. Francheville, Peter Poulin, Gamelin and Cugnet. Its raw material was drawn from deposits of ore a few miles north of Three Rivers, which had been discovered in 1667, and described by Frontenac in 1672, and by the Marquis de Denonville in 1681. The early death of Francheville led to a reorganization of the company under the title of Cugnet & Co., with François Etienne Cugnet, Pierre François Taschereau, Jacques Simonet and Ignace Gamelin as partners. Smelting operations were successfully entered upon in 1737 on a large scale, but resources failed, and in 1743 the property which had been conceded by the King of France was reunited with the Crown domain. Thereafter the forges were operated in the name of the French king under the management of Mr. de Rouville, who with other trained workers had learned their art from men whom Colbert had sent to Sweden fifty years before to be trained in it.

One Franquet, who was sent from France to inspect the fortifications of Canada in 1748, visited the St. Maurice forges in 1752 and left an interesting description of them. A tributary of the St. Maurice was dammed in three places to provide power for the iron works. One fall was used for a wheel which furnished power for the furnace work, and two others operated forges and hammers. In Mr. Franquet's presence, a pig of iron 15 feet long by six inches and four inches thick was cast, and he also witnessed the making of pots, kettles and other hollow ware and also the casting of stoves, which were each made of six different pieces fastened together. Up to that time, the early settlers had for the most part to heat their houses by open wood fires on the hearth. The fuel used in the forges was charcoal made from wood near the iron works, and the services of a chaplain were provided at the expense of the Crown. Although 180 hands were employed, and a large village was supported by them, furnished with all necessary comforts, there was as little economy displayed in the management as is customary under Government ownership, and consequently the Crown drew no profits from the flourishing industry.

Under British Regime.

After the capitulation which followed the two battles of the Plains of Abraham, the St. Maurice forges were operated under the British military regime, just as they were under the French, and under the same practical heads, for four years, and in 1762 showed a net profit of $3,314. From 1764 to 1767 they remained idle, but in the last-mentioned year they were re-opened by a company composed of Christopher Pelissier, a Quebec merchant; Alexandre Dumas, Thomas Dunn, Benjamin Price, Colin Drummond, Dumas St. Martin, George Allsop, James Johnston, and Brooke Watson, which leased the works from the Government for a period of sixteen years for £25 a year. New buildings were erected and fitted up at a cost of £4,500, and success once more smiled on the company, its products being sold in Quebec by an agent, Dr. Pierre de Sales Laterriere, who had his place of business facing the little market square in front of the Church of Notre Dame des Victoires.

Pelissier, the manager of the company, made additional profits for the company

in 1775 by treacherously making at the works belonging to the Crown, munitions of war for General Montgomery and the American revolutionary army, which had then taken possession of Three Rivers. He even visited Montgomery at Holland House, near Quebec. When the tide of war turned at Three Rivers, Pelissier fled to Sorel by canoe, and Dr. Laterrière, who had taken charge of the forges, was instructed by General Carleton, who paid them a visit, to continue operations. Under his management as many as 800 people were employed at a time making charcoal and iron, and the gross profits, of which one-third went to Laterrière, were sometimes from £10,000 to £15,000 a year.

Alexandre Dumas succeeded Laterrière in the management of the forges, up to 1783, when they were leased to Mr. Conrad Gugy, who met with considerable success up to 1787, when reverses overtook him, and his property and lease were sold by the sheriff to Messrs. Alexandre Davison and John Lees. In 1801 they passed into the hands of Messrs. Munro and Bell. In 1810 their lease was renewed for a term of twenty-one years for £500 a year. Mr. Bell kept great state at the Forges, where the Governor-General and other distinguished people of the country were his frequent guests, and where he kept a pack of foxhounds and a stable of fine horses for hunting purposes. In 1846 the Government sold the Forges by auction. They were bought for £5,575 by Mr. Henry Stuart. In 1847 he leased the property to Mr. James Ferrier, who operated the works profitably for four years. They changed hands several times within the next few years, being transferred in 1876 to Mr. George McDougall, by whom they were operated till 1883, when they were definitely closed, the choicest deposits of the ore having apparently been exhausted.

In 1826 the textile industry took a new departure in this province, when Mr. M. Willett, father of the late S. T. Willett, of Chambly, set up a 24-inch carding machine, a spring jenny of 75 spindles and two hand looms at L'Acadie, removing in 1830 to Chambly, where he found good water power, and later set up a spinning jack and four power looms, and in time turned out the famous Chambly flannels. Meanwhile the 91 carding mills and 79 fulling mills of 1827 in Quebec had grown to 169 carding mills and 153 fulling mills in 1844. In the last-mentioned year Adam Lomas established a cotton mill of 1,200 spindles at Sherbrooke, and in 1853 F. W. Harris opened in Montreal a cotton factory of 1,500 spindles and 46 looms. The Lomas mill was noteworthy as having been promoted by a limited liability company, a feature of the enterprise which aroused the opposition of Sir John A. Macdonald. The bill was allowed to pass because of the large amount of capital required, £12,000. It was promoted by Sir A. T. Galt. The principal product of the mill was grey sheeting.

Enormous progress had been made in other industries in the early part of the nineteenth century. The closing of European continental ports against Britain by Napoleon opened up to Quebec a vast export trade in timber and ships. As many as 1,350 square-rigged ships visited Quebec annually for timber, the zenith of the trade being reached in 1864, when over twenty million feet of white pine was shipped from that port, the timber coves extending for ten miles on each side of the St. Lawrence. Up to the early seventies of last century from forty to fifty wooden sailing ships were annually built in Quebec shipyards, employing several thousand artizans.

The first sugar refinery was established in Montreal in 1854 by John Redpath, and the Glencra flour mills on the Lachine Canal were originated by the Ogilvie Brothers in 1860 and were the original unit of the Ogilvie Milling Company.

In 1851 the province boasted of 541 grist mills, 1,065 sawmills, 193 carding mills, 18 woollen mills, 13 breweries, 7 distilleries, 12 shipyards, 38 foundries, 204 tanneries and 123 industrial establishments.

The pulp and paper industry is one of the most remarkable industrial developments of Quebec, in which province Canada's first paper mill was established at St. Andrew's in 1803. Later on in the same century came other mills at Portneuf, Lorette, Valleyfield, Sherbrooke and Windsor Mills. It was not until about a century from the time of the first paper mill, that is to say, until the early part of the present century, that Quebec forged ahead as the largest pulp and paper producing province of the Dominion. This progress is not only due to the proximity to the raw product of water powers of considerable capacity, but also to legislation compelling the manufacture in Canada of all pulpwood cut on lands in Quebec leased from the Crown. Many million dollars of American capital have been invested in this industry in Quebec within the last quarter of a century, much of it in the various manufacturing centres located along the banks of the St. Maurice. The industry has had for effect, among other things, the building up of large towns at Shawinigan Falls, at Bromptonville, La Tuque, Grand' Mère, Windsor Mills, Kenogami and Chicoutimi.



A Quaint Old View of Quebec

This picture dates back to the year 1700

Not only does the Province of Quebec lead Canada in the pulp and paper industry, but as the Hon. Mr. Mitchell stated in his last Budget speech, it is the greatest producer of all the Canadian provinces in respect to boots and shoes, clothing, cotton fabrics, lumber, steel bridges, railway rolling stock, tobacco, cigars and refined sugar, in this connection it is worthy of remark that the new Quebec bridge, the largest of its kind in the world, is entirely the product of the Dominion Bridge Company of Lachine.

The boot and shoe industry, which is one of the most important in the province, entered into its greatest period of development in Quebec about the middle of the last century with the establishment in Quebec city of the Woodley, Breese and Migner factories, and in Montreal of that of Brown and Childs, who in 1847 established a three-storey factory on Notre Dame Street and were the first to use machinery in the industry, in the shape of Singer sewing machines for making the uppers of boots and shoes. Its introduction was so much resented by the workers of the time that upon one occasion a mob threatened the destruction

of the building. Half a dozen small factories had been in existence in Montreal soon after 1840. The first McKay machine for the sewing of soles, replacing the old pegging system, was imported by Scholes and Ames of Montreal about 1860. The Goodyear and other machines followed, and it is worthy of note that Canadian inventors have taken a large share in bringing out new machines and making improvements on others during the last sixty years.

How Industry Grew.

In 1871, the number of industrial establishments of all kinds in the province was 14,079 with an invested capital of twenty-eight millions of dollars, employing 66,714 hands and producing an annual output valued at $77,205,182. The figures for 1881 were 15,673 industries, with an invested capital of fifty-nine millions, 85,673 employees and products valued at $104,662,258. In 1891, the number of industries was 23,037, the invested capital $118,000,000, employing 117,389 hands, and with products valued at $153,255,583. In 1900 there were 4,845 manufactures of various kinds in the province, which increased to 4,965 in 1905, to 6,584 in 1910, and to 7,158 in 1915. The number of employees in each of the above-mentioned years was as follows: 5,684; 108,918; 158,207 and 148,329 respectively. Wages paid in 1900, 1905, 1910 and 1915 respectively were $32,428,384; $38,703,763; $69,432,967, and $70,217,258. The capital invested in these industries, including the value of land, buildings and machinery increased from $142,403,407 in 1900, to $548,972,575 in 1915, and the total value of the manufactured products increased from $158,287,994 in 1900 to $387,900,585 in 1915, of which $41,528,772 represented war trade.

Of these industries, the 82 establishments engaged in the manufacture of boots and shoes employ 10,325 hands and turned out in 1915 products valued at $22,918,292.

Butter and cheese ranked next, employing 2,950 hands in 2,058 establishments and making $18,471,501 worth of products.

The industries which in 1915 ranked next in order with the value of their respective products were as follows: Log products, $16,988,888; tobacco, cigars and cigarettes, $15,330,837; slaughtering and meat packing, $14,952,108; paper, $14,787,703; sugar refining, $14,038,752; house building, $13,410,760; men's clothing, $13,295,143; flour milling, $13,159,054; cotton, $12,539,037, railway-car building, $11,617,714; electric light and power, $9,606,659; bread, biscuits and confectionery, $9,060,954; tobacco and snuff, $7,385,329; bridges, iron and steel, $6,868,938; foundry products, $6,842,624; explosives, $6,372,180; paints and varnishes, $6,247,598; electrical apparatus and supplies, $5,680,060; malt liquors, $5,290,208.

From total manufactured products of $158,287,994 in 1900, Quebec's industries progressed in the next twenty years so far as to reach a total output in 1919-20 of $890,420,023. The chief manufacturing centres of the province are Montreal, with products valued in 1919-20 at $551,814,605, Quebec $32,742,192 and Lachine $27,156,203.

Some Comparative Figures.

The following comparative figures will show the rapid strides made in most of Quebec's industries during the present century:

Forest products, which now employ 20,000 men were valued in 1900 at $18,069,716, and last year reached a value of $40,761,730.

Pulp products increased in value during the same period from $2,421,068 to $33,637,775, and paper from $2,021,592 to $41,601,790.

Of butter 24,625,000 lbs. were manufactured in 1910, valued at $4,917,000, while in 1920 the production was $40,037,692, valued at $22,352,146. The value of the cheese made in 1910 was $7,958,000, and in 1920 amounted to $13,356,475.

In the value of manufactured cottons Quebec leads with twelve textile plants having a capital of $37,962,311 out of a total for the Dominion invested in this industry of $58,732,941. These plants produced in 1919 goods valued at $57,530,438 out of a total for Canada of $82,642,949.

Twenty Implement Plants

Quebec has $3,892,851 invested in her twenty plants for the manufacture of agricultural implements.

She operates 83 of the 147 factories in Canada employed in the manufacture of men's clothing, and they represent a capital of $14,180,989 out of a total investment in the industry in the Dominion of $25,703,795.

Two of the eight Canadian sugar refineries are in Quebec and they represent an investment of $5,869,592 out of a Canadian total of $37,256,851.

Of the 1919 hat, cap and fur manufacturing establishments of the Dominion, 71 are in Quebec and they have a capital of $7,585,382 out of the total of $14,431,530.

Twelve of Canada's woollen textile mills are in this province, with a capital of $3,126,141 out of a total of $21,311,633.

Eighteen of the fifty-seven glove and mitt factories of Canada are in Quebec and have invested in them $3,315,328 out of a total of $6,291,269.

In the leather, boot and shoe industries, of the 161 establishments in the Dominion, 91 are in Quebec, and they represent a

(*Continued on page* 96)



The Abounding Natural Resources of the Province of Quebec

What the Largest Province of Confederation Has to Show in its Inventory of Agricultural, Mineral and Forest Wealth

By HON. ATHANASE DAVID
Provincial Secretary of Quebec

UNFOLD a map of Canada—let us say that published in 1920 by the Chief Geographer of Canada, Mr. J. E. Chalifour—and consider for a moment the space that the Province of Quebec occupies on it, and it will be easily seen that it is the largest of the nine provinces of the Dominion.

In fact, Quebec has an area of 703,653 square miles out of a total superficial area of 3,726,484 square miles for the whole of Canada, or about one-fifth of the entire area of the country.

Quebec is 1.7 times larger than Ontario, 1.9 larger than British Columbia, 2.7 larger than either Manitoba or Alberta, 2.8 larger than Saskatchewan, 25.5 larger than New Brunswick, 22.8 the area of Nova Scotia, and 322.1 times that of Prince Edward Island.

France, with Alsace-Lorraine added, could be placed within its borders 3.3 times over, Germany 3.9 times, Spain 3.6 times, the Kingdom of Great Britain and Ireland 5.7 times. It is 4.4 times larger than Poland, and 10.5 times larger than Austria.

Before 1912 the total area of the Province of Quebec was 341,756 miles; the annexation of Ungava, now called New Quebec, doubled that area. This northern portion of the province was ceded to Quebec by the Federal Government. It is an uninhabited territory as yet, but it is rich in products of the forest, in water powers and in mineral products.

Northern Settlement.

The atlas of Canada shows that there is little settlement in some parts of the Province of Quebec. Along the banks of the navigable streams the agricultural population usually settles; later the railways give access to the interior, great expansion for instance being manifested in Abitibi district, where, thanks to the construction of the Transcontinental Railway, a new agricultural province is developing. Here, in the past eight years, fifteen parishes have been established, a population of 15,000 people has settled, and every day settlement grows larger.

The Province of Quebec is above all an agricultural province. For a long time, the tilling of the ground was the sole occupation of its inhabitants. Left with their spiritual advisers, after the conquest, they grouped themselves around parish churches, and sought out an existence from the land. For nearly a century this sufficed, but lately the inhabitants of Quebec have enlarged their horizon and they have set about vigorously to exploit all the natural riches of the soil, the forest and the tumbling, swift waters.

Quebec's forests hold great wealth and can last forever if they are conserved and exploited in a rational manner. These forests cover nearly 125 millions of acres and contain wood of all kinds. Newspaper expansion has brought about of late years an enormous consumption of paper, and, as the greater part of this paper to-day has for its base wood fibre, the industry of the forest has gone through many considerable changes.

Production of Mica.

The small production of Quebec's mines of 20 years ago is far outstripped by the figures to-day. Its territory, while not as rich as that of certain other provinces to the west, possesses enormous values hidden from view, the most important of which is asbestos. Construction material ranks second, such as brick, cement, limestone and lime.

Quebec's rivers and lakes are filled with fish; as well as its mightier stretches of water such as the Gulf of St. Lawrence and Chaleurs Bay, where fishing is an industry. Nevertheless this industry has not received all the attention it should have. The tilling of the soil and the exploitation of the forest wealth has always exercised a greater influence on the population of Quebec, which has always regarded them, and not without reason, as more stable sources of livelihood.

And let us add, among the other natural riches of the province, that which brings profit to the trapper. No province has a greater number of fur-bearing animals, the skins of which are becoming more and more valuable throughout the world.

Agricultural and Industrial Development.

Whatever loss the Province of Quebec has sustained during the past seventy-five years through emigration to the United States, it remains nevertheless a fact that the native of Quebec has not lost his qualities of agriculturalist, nor those of settler and hewer-out of new ways. Year after year the forest recedes under his efforts and new land is sown.

In a period of 20 years, the land under cultivation has tripled, as follows:

AREA UNDER CULTIVATION.

	Acres.
1901	4,704,396
1911	8,147,633
1920	12,145,103

Let us see now whether the value of the products of the farm has increased in the same ratio. There is no doubt that it has increased rapidly, above all since 1914, because of the exportation of food products to the countries at war. But let the figures speak for themselves.

CROP VALUE.

1901	$44,851,108
1911	64,478,984
1920	330,251,000

The animal stocks on Quebec's farms are one of the greatest riches of its farmer population, and a great deal of effort has been put forth lately to improve strains, taking into consideration the adaptability of the various kinds and their chances of developing and becoming profitable assets in our climate.

For the past twenty years, the progression in number and value of farm animals is clearly demonstrated.

NUMBER OF DOMESTIC ANIMALS.

	1901.	1911.	1920.
Horses	320,673	369,237	433,199
Milch cows	767,825	753,134	1,030,809
Other bovines	598,004	697,860	1,101,403
Sheep	654,503	637,062	1,031,982
Pigs	404,163	793,348	836,431

VALUE OF DOMESTIC ANIMALS.

1901	$57,070,940
1911	93,978,445
1920	

The dairy industry has also made rapid progress in the Province of Quebec during the past twenty years. Not that the number of establishments has increased, because several of the smaller factories, more or less equipped, have been done away with in order to centralize matters. But the industry has increased in value as may be judged by the following figures:

BUTTER.

1901	24,625,000 lbs.	$4,917,000
1911	41,783,000 lbs.	9,962,000
1920	40,037,692 lbs.	22,352,146

CHEESE.

1901	80,630,000 lbs.	$7,958,000
1911	58,171,000 lbs.	6,195,000
1920	52,441,504 lbs.	13,356,475

The forests of the province are also a source of great revenue and it is estimated that not less than 20,000 men are



View on St. Valier Street, Quebec

employed as woodmen and at other allied occupations. Here are some figures on forest production during the past fifteen years:

VALUE OF FOREST PRODUCTS.

1900	$18,969,716
1910	13,122,287
1919	40,761,730

VALUE OF PULP PRODUCTS.

1900	$2,421,068
1910	3,169,025
1919	33,637,775

VALUE OF MANUFACTURED PAPER.

1900	$2,021,592
1910	4,722,477
1919	41,601,790

These figures need no commentary, their increase is so obvious, above all, during the past ten years. Grouping the three values together, the enormous progress is readily seen:

PULP AND PAPER.

1900	$23,412,376
1910	21,013,789
1919	116,001,295

The fisheries of the province can be divided into two groups—inland fisheries and ocean fisheries. The value of fish caught and sold during late years has increased in a remarkable manner, as the following figures show:

VALUE OF CAUGHT FISH.

1900	$1,989,279
1910	1,692,476
1919	4,568,773

Mineral Production.

"The total value of the products of mines and quarries in the province in 1920," says Mr. T. C. Denis, Superintendent of Mines, "is $28,223,141, or an increase proportionately of 35.5 per cent. having regard to the total of the preceding year, $20,813,670. 1920 was then a banner year for the mining industry.

"The increase is entirely attributable to the production of non-metallic substances, which form the greatest proportion of the mineral production of the province. The exploitation of the metallic minerals has felt the industrial reaction which followed the feverish activity of the war, when it was necessary to produce at whatever cost, and without taking revenue into consideration. During 1918 and 1919 immense stocks of metals accumulated, and 1920 was marked by a remarkable drop in the price of these metals. As metallic minerals represented but 16 per cent. of our total mineral production in 1918, which year was a record one for metallic mineral production, a reduction of 20 per cent. for 1920, has but little effect on the entire amount.

"It is to be remarked that the increase in the total value figures arises from an increase in price rather than a larger quantity."

Here is the way the mining production has increased in value during the past 20 years:

VALUE OF MINING PRODUCTS, ETC.

1900	$2,586,076
1910	7,323,281
1920	28,223,141

In order to judge of the industrial expansion there is no more certain guide than the compilations of the Ottawa Government. Up to 1915, this information came to us every ten years. Since that date it has been tried every year to obtain this information by means of a questionnaire addressed directly, through the mails, to the various manufacturers. It can be seen by the following figures how the Province of Quebec, hitherto exclusively an agricultural province, is today taking a foremost place in industrial production. It has not as yet reached the heights of its neighbor to the west, but, on the other hand the value of its industrial productions exceeded that of the seven other provinces combined:

VALUE OF MANUFACTURED PRODUCTS.

1900	$158,287,994
1910	350,901,656
1919	890,420,023

The urban centres, where are produced the most valuable of these articles, are the cities of Montreal, Quebec and Lachine, as can be seen by the following figures:

	Montreal.	Quebec.	Lachine.
1900	$71,099,750	$12,779,546	$2,909,847
1910	166,296,972	17,149,385	6,295,716
1919	571,814,605	32,742,192	27,156,203

Hydro-Electric Power.

One of the things which contribute most to this development is the abundance of electric energy available at reasonable prices. Many waterfalls have been harnessed and the hydro-electric installation is capable of producing 900,000 horsepower, but even this is only one-eighth of the available power within easy reaching distance of the habited parts of the country. And furthermore, the Government has inaugurated a policy of regularizing the water-courses upon which there are hydraulic powers.

In this manner, the Gouin barrage, at the head of the St. Maurice River, was created so as to give a flow of 2,000 cubic feet of water a second, or a force capable of producing 1,000,000 h.p. Lake St. Francis has also been dammed near its mouth, and works of like nature are proceeding on the Ste. Anne de Beaupre River.

In Quebec the workingman has nothing to do with socialism. He respects authority and is not afraid to turn up his sleeves and work. His endurance is proverbial and his handicraft is well recognized.

Let us also add that a very wise system of law protects capital, and at the same time assures the workingman of guarantees based on principles of charity and equity of the widest extent. In a word, employers and employees are mutually sympathetic, help one another, and cooperate in bringing about success in various enterprises, the numbers of which increase every day.

Population, Colonization and Roads.

It has almost become commonplace to speak about the prolific French-Canadian, since this has been the cause of their remarkable propagation during the past 150 years.

Although emigration has caused the Province of Quebec to lose not less than a half million people, and though this half million people now represent in the neighboring republic nearly two million population, this has not prevented the French element in Quebec from growing large, and even spreading into the neighboring provinces.

The birth rate has varied from 35 to 40 per 1,000 of population since 1900, while the death rate has varied, good year with bad, between 17 and 20 per 1,000 of population. The net surplus would be then about 20 per thousand. This annual increase which began with 21,037 at the beginning of the century has reached the number of 47,341 in one

year. About four-fifths of the population of the province is of French origin.

These figures show this increase in population during the past ten years:

Population of the Province.

1901	1,648,898
1911	2,003,232
1921	2,500,000

The farmer follows in the wake of the pioneer's axe trail, and the number of homesteads increases rapidly from year to year. The colonization regions are always under the care of the Government. Many are the farmers each year who go into these new regions, stay there and help their sons establish themselves there also. The following figures are eloquent:

Number of Farmers.

1901	150,599
1911	159,554
1920 (estimated)	175,000

To the end that colonization might be furthered and give rise to other advantages, which the colonists would be free to avail themselves of, the Government voted last year the sum of $5,000,000 to open up new roads, build bridges and even to erect schools in the new colonies. There is a wide difference between the sum spent for the purposes of colonization in 1900 and that which was paid last year, as the figures below show:

Colonization Grants.

1900	$124,000
1910	216,857
1920	700,000

The Government has not only thought of the needs of the colonist. Since 1912, more particularly, a good roads policy was inaugurated and local municipalities received then as now subsidies to further the building and the bettering of their neighborhood roads. The Government at its own expense undertook the building of the national roads. There is, in the province, 35,651 miles of public road, including the streets of cities and towns, which alone amount to 2,150 miles.

It is only during the past four years that the road statistics, so far as the kind of improvement is concerned, found a place in municipal statistics. These figures show the progress obtained during the past four years:

	1916.	1919.	
Improved roads	7,678	11,585	miles
Macadamized roads	2,232	2,268	miles
Gravel roads	1,436	2,246	miles

MORE QUEBEC FEATURES

In addition to the articles appearing in this issue and dealing with various aspects of the industrial development of the Province of Quebec, there are in preparation additional articles outlining the progress of leading industries and describing the growth of some of the industrial centres. These articles will be published in the May and June issues, the whole collection forming an appropriate introduction to the Province on the occasion of the holding of the annual meeting of the C.M.A. in Quebec City.

There is actually then, more than 45 per cent. of the public roads of the province which can be said to be subjected to a systematic scheme of upkeep and are thoroughly in good condition.

The Government has spent more than $30,000,000 on this item alone since 1912. Six hundred and eighteen municipalities keep up their own roads. The provincial roads, exclusively under the control and at the expense of the Government, measure 362 miles, while it controls the upkeep of 3,460 miles of roads in the province, through its engineers.

There are many aspects of the life of the French-Canadian which are worthy of mention. However, we hope that these points will serve to throw some light on the Province of Quebec, on the people who inhabit it, and on the industries which exist there. The population is satisfied with its destiny, happy over its lot, and desirous of increasing its field of activities in all directions, but feeling not at all envious over the heritage of their neighbors. These people intend to live their own lives, following their own conception of it, and without having any ambitions towards imposing that view on anybody in Canada. And no one wishes more ardently than the Province of Quebec, elder sister in the family of provinces, that the country may prosper and its inhabitants may be happy. Her patriotism, deep-rooted as it is, has shone throughout three centuries.



The City Hall, Quebec

Water Powers and Electrical Development in Quebec Province

It is Estimated that from Five to Six Million Horse Power are available of which only 900,000 have been developed

By O. LEFEBVRE

Chief Engineer, Quebec Streams Commission

THE increased cost of coal has brought to the fore the value of power generated by water. Whilst the capital outlay required for hydro-power development is much larger than is required for steam power, the operating cost is very much more. On the other hand, in a country where coal deposits do not exist and where fuel has to be imported, hydro-power, when available, should be made the basis of most industries.

The Province of Quebec has no coal deposits known, but its water-powers are plentiful. They have been estimated by various authorities from five to six million horse-power. This figure does not include the powers which may be supplied by the rivers north of the 50th degree of latitude.

In a short article, it is not intended nor possible to give a complete list of the power sites making the above total, and the principal power rivers only will be mentioned. Then the amount of power developed and its distribution amongst the principal industries in the province will be considered.

The principal power rivers in the province are the Quinze, the Ottawa and its tributaries, the St. Lawrence between Lake St. Francis and Montreal, the St. Francis, the St. Maurice, the Lake St. John tributaries, the Saguenay and the main rivers on the north shore of the St. Lawrence.

Many streams less important than the above afford good power sites for small industries. For example: the North River, the Ouareau River, the Batiscan, the Jacques-Cartier, the Montmorency, the St. Anne (Beaupré), etc. Most of the rivers on the south shore of the St. Lawrence, except the St. Francis and the Chaudiere, abound in waterfalls and rapids, but none can form the nucleus of a large development.

Beginning at the west boundary of the province is the Ottawa district where a fall of 300 feet between Quinze Lake and Temiscaming gives a possible development of 175,000 horse-power. The Ottawa River, from Temiscaming to Ottawa, can supply about 600,000 horse-power. However, this part of the Ottawa forms the boundary between the provinces of Ontario and Quebec and the power must be divided in equal shares between the two provinces.

The Carillon Rapids afford a possible development of 135,000 horse-power.

Good power sites may be developed on the River Gatineau—a very large stream with a drainage area of 9,130 square miles and discharging into the Ottawa River a few miles below Ottawa. The principal powers may supply at least 135,000 horse-power. The River du Lièvre which flows about twenty miles east of the Gatineau has also some good power sites but they are in the hands of private interests.



A World-Renowned Dam

This is a View of the Famous Gouin Dam near the head waters of the St. Maurice River. It is by no means the highest Dam in the world but it stores up more water than any other dam. Its construction has enabled the Quebec Streams Commission to increase the minimum flow in the St. Maurice River from 6,000 to 12,000 cubic feet per second, with a possible increase to 15,000 cubic feet per second.

The second group of powers to be taken into account are those of the St. Lawrence, between Lake St. Francis and Montreal. The difference in level between Lake St. Francis and Lake St. Louis is 82 feet, divided in three principal chutes, namely: The Coteaux, Cedars, and Cascades, in a distance of about fourteen miles. The minimum flow of the St. Lawrence at that point is approximately 180,000 second-feet. Figured at 80 per cent. efficiency, this amount of water can generate 1,300,000 horse-power. At the foot of Lake St. Louis the Lachine Rapids afford a possible head of 27 feet and a possible development of 450,000 horse-power.

The third group is found in the territory drained by the St. Francis River, which comprises most of the Eastern Townships. The water-powers on the river itself have a capacity of about 70,000 h.p. River Magog, which is its main tributary, supplies about 10,000 h.p. to industries located in Sherbrooke and vicinity.

The next group is that of the St. Maurice River. It is the most important, both on account of the size of the river which drains 17,000 square miles and the high falls which break its course. The head waters of the St. Maurice are about 1,260 feet above the level of the St. Lawrence at Three Rivers. This river has been regulated so that a minimum flow of 12,000 c.f.s. at Shawinigan is assured at any period of the year. The possible amount of power that can be derived from its falls is nearly 1,000,000 h.p. The Crown still has for lease the water-power sites known as Rapid "des Coeurs," from which a minimum of 60,000 h.p. can be derived, and Rapid Blanc from which 125,000 h.p. can be generated. Other falls of less importance can also be leased. The falls at Shawinigan, with a capacity of 200,000 h.p., and those at Grand Mère with a capacity of 100,000 h.p., are fully developed. The Grès Falls, where a combined development of 70,000 h.p. is possible, and La Tuque Falls, where a development of 125,000 h.p. can be made, will be developed as soon as the market for power demands it.

The next important group is to be found in the Lake St. John district where the river tributaries to the lake, namely: Chamauchouanne, Mistassini, Peribonka and Ouiatchouan, offer within easy reach from the lake an aggregate possible development of 150,000 h.p. This figure may be increased to 200,000 h.p. by the regulation of the flow of River Peribonka. The water of Lake St. John flows into the sea via the Saguenay River. Its two outlets are called "the Great Discharge" and "the Little Discharge." The total head between the lake and the sea level at Kenogami is about 300 feet. It is possible to develop

600,000 h.p. in two developments of 100 and 200 feet respectively.

In the Lake St. John district also are located the water-powers of the Chicoutimi River, the River "aux Sables" and the River Shipshaw. The former two are fully used by pulp and paper mills; the powers of the Shipshaw are being developed to supply power to the pulp mill at Kenogami.

North Shore Powers

Next in importance are the powers of the north shore of the St. Lawrence. The north shore of the St. Lawrence, from the Saguenay down to the Gulf, is 600 miles long and is near the Laurentian chain of mountains. The fifty or so rivers which flow into the St. Lawrence in that distance offer important power sites. Information is lacking as to the value of these powers. In late years, an examination has been made of Rivers Manicouagan, aux Outardes, Betsiamites (Bersimis), Escoumains and Natashquan. The water-power sites on the latter do not offer any facilities for development as the river is large and the falls are low; the powers examined on the Manicouagan River, in the lower part, offer two possible developments with an aggregate capacity of 81,000 h.p.; on the River aux Outardes, the first two falls may be developed to their full extent for an aggregate capacity of 50,000 h.p.; on the Bersimis River the first fall is located forty-two miles from the mouth of the river and the second fall about twenty miles further upstream and they could be developed for an aggregate capacity of 51,000 h.p.

Important power developments have been made on River Marguerite, opposite Seven Islands, where a pulp mill with a capacity of two hundred tons per day has been operated. There is now at that point a considerable village called Clark City.

On the south shore of the St. Lawrence, from Quebec down, most of the rivers have a small drainage area and, while having falls and rapids, the amount of power which can be derived therefrom is small and can be used only for local needs and small industries.

In the Abitibi district, the Rivers Bell and Megiskan offer good opportunities for power developments. Two sites of the former within easy reach from the Transcontinental may be developed for a total capacity of 10,000 h.p. The powers on the Megiskan River are less important. These two blocks are now being advertised for lease by the Department of Lands and Forests of Quebec.

In the Abitibi district, within easy reach of the Transcontinental, the water powers can be developed for small blocks of power and none of them are very large. To get large developments, one has to go far north from the railway and, of these, only guesses can be made.

The provincial authorities are giving particular attention to the study of the rivers of the province and, in a few years, it is expected that enough data will have been collected to allow a much better estimate being made of the value of the powers and the facility for their development.

Power Developed in the Province

A census carried out by the Dominion Water Power Branch and the Federal Bureau of Statistics shows that on the 31st of December, 1919, there was developed in the province a total of 902,000 h.p. Of this amount 638,000 h.p. were being generated in central electric stations, 175,000 h.p. were generated by pulp and paper companies, and the balance by other manufacturing industries.

At that time the amount of power used by pulp and paper companies in the province was 267,000 h.p.; the amount of electric power used by other manufacturing industries was 289,000 h.p. The amount of hydro-power used for street railway service was 54,000 h.p., and the amount used for lighting purposes was 90,000 h.p.

Progress of Montreal

To the development of hydro-power must be ascribed the progress made by the city of Montreal which has trebled its population in the last twenty years. Also, the development of industrial centres like Shawinigan, where there is a population of 12,000; that at Grand-Mère with a population of 8,000, La Tuque with a population of 5,000, and Three Rivers which is growing by leaps and bounds. The city of Sherbrooke, well provided with hydro-power, has progressed very materially. The town of Drummondville was greatly increased in population as a result of hydro-development. The working of the asbestos mines at Thetford Mines and vicinity was greatly facilitated by the supply of hydro-electric power both from Shawinigan and the St. Francis valley.

In late years, the Government of the province has adopted the policy of water conservation, and has built storage dams in the upper St. Maurice River, at the head of the St. Francis River and at the head of the St. Anne (Beaupré) River. The amount invested in those reservoirs is about $3,300,000. The water stored during spring freshets and wet periods is distributed during the low water months, so as to greatly increase the minimum flow of the river. In the case of the St. Maurice the minimum flow was 6,000 c.f.s. under natural conditions; it is now 12,000 c.f.s. and may be increased to 15,000 c.f.s. On the St. Francis River, the minimum flow has been increased by

(*Continued on page* 102.)



An Important Power Development in Quebec

Power Houses Nos. 1 and 2 of the Shawinigan Water and Power Co., at Shawinigan Falls on the St. Maurice River



A Magnificent Panorama Near Quebec City

This is one of many fine views which the motorist enjoys on the Montreal-Quebec Highway, the 180-mile road joining the two cities

Quebec's Scenic Attractions and Fine Highways are a Great Asset

By GEO. A. McNAMEE

Secretary-Treasurer, Automobile Club of Canada

THERE is really little need in these days to set forth in much detail the attractions which the Province of Quebec offers to visitors from other parts of Canada and from the United States, for year by year its attractions, from every point of view, are becoming known to hundreds and thousands of tourists who, winter and summer, by automobile, train and other means, find their way to the ancient capital and to the commercial metropolis of the Dominion.

In Biblical times the wise men came from the east. To-day the wise men are coming from all directions to the East, and the wiser ones, if it is at all possible for them to do so, will make their journey to the scene of the annual convention of the Canadian Manufacturers Association by automobile. By journeying in this manner to the famous old city of Quebec they will be able to see for themselves some of the things that have made Quebec so widely and favorably known.

More Miles of Highway.

The oldest province in Confederation, it stands out to-day as the most historic, the most hospitable, and the most scenic portion of the Dominion. No other province can boast of so many hundreds of miles of first-class permanent highways, ideal means of communication that wind in and out through busy cities and prosperous villages, now running alongside the mighty St. Lawrence River, now delving into the mountains and around the lakes and through the forests, and at all times opening up to view the most varied and delightful scenery.

Hospitality a Tradition.

And equally delightful is the sincere welcome which every visitor receives in this province of all the liberties. In the chateaus of the wealthy, as in the humble homes of the habitants, the glad hand of fellowship is always extended. Hospitality is a tradition of the French-Canadians which has been cherished and lived up to for centuries, and this is one of the reasons why the province holds the enviable position it does to-day.

One has only to drive along its beautiful highways, to look at its monuments raised in honor of the country's pioneers and men of note—Champlain, Cartier, Maisonneuve, de Salaberry, Wolfe and so on—to see the hundreds of wayside shrines that dot the highways and byways throughout the countryside, and the fine churches that rear their stately spires in every parish, to realize that the French-Canadians, who form the major portion of the population, draw their inspiration to progress from higher things than the events of the moment, and that, while they have an unbounded belief in their future, they still have an unshaken faith in that which has made them what they are.

No delegate should miss the opportunity which the convention offers of seeing the Province of Quebec by automobile, for, thanks to the splendid educative work carried out for years past by the Canadian Good Roads Association, backed up by the various automobile organizations in the province, the Government and the municipalities have provided means of communication with the convention city from almost all parts of the provincial boundaries.

Some Famous Roads.

The famous King Edward highway, which has its northern terminus in Montreal, links up with the Adirondacks, the White and Green Mountains, and the well-known routes in New York and the New England States, while the new Montreal-Quebec highway, which runs for much of its distance along the north shore of the St. Lawrence, forms an ideal means of travel between the metropolis and the capital. It passes through the thriving city of Three Rivers, with its shipbuilding, its pulp and paper mills, and from here an enjoyable side trip can be made to Shawinigan Falls and Grand' Mere, two of the model cities that have grown up around giant industries. All along the main highway the visitor is in touch with civilization, for the villages, with their quaint thatched houses

and barns, seem to stretch for miles, and every farmhouse is in itself a "welcome" sign to the tourist to bid him pause and refresh himself in body and mind.

Then in the other direction runs the Levis-Jackman highway, connecting Quebec with the State of Maine, while off from it is the highway to Sherbrooke, connecting with the fine highway through part of the Eastern Townships, with its beautiful lakes and rivers, to Newport, in the State of Vermont.

An Ideal Centre.

Montreal itself is an ideal centre for tourists, for not only is it well supplied with high-class hotels, but from it there are a score of enjoyable short trips that can be made—to the famous Lachine rapids, the shooting of which in the steamer provides a unique sensation; to the delightful Laurentian Mountains which rival in their varied lake and river scenery the best that can be found on the continent; to the world-famed Monastery at Oka, where the industrious Trappists have their habitat; to the historic forts at Chambly, even around the Island of Montreal itself or across to the mainland through prosperous agricultural districts intersected by well-paved roads each one of which nature has made a wonderfully-shaded boulevard—in fact in all directions there is something well worth seeing, and spending an additional few days in the district for.

Within the limits of the city itself there is much to attract the tourists of either sex. Situated at the head of ocean navigation, although nearly a thousand miles from the open sea, Montreal is the centre of railway, shipping, financial and commercial industry. Its manufacturing plants are the equal of any on the continent, while the fine stores make it a Mecca for those who desire high quality articles at reasonable prices. The beautiful Mount Royal park, with its wonderful look-out, the playing fields at its base, the magnificent cathedrals and churches, its parks and public gardens, each and all are worthy of a visit.

Trips from Quebec City.

And from Quebec, too, the visitor can easily make many enjoyable trips in between the sessions of the convention or in the cool of the evening, when the golden sun sinks below the line of the Laurentide hills back of the St. Charles River in a glorious scarlet halo. He can run down to Montmorency Falls, which are higher than Niagara, and alongside of which is Kent House, once the residence of royalty, and now a museum and rest house for travellers, or go on to Ste. Anne de Beaupre, famous for its churches and shrines, its Scala Sancta and its monasteries, a quiet little town to which thousands of tourists wend their way every year. He may drive out to the famous Lake St. Joseph district, and enjoy fishing to his heart's content, for indeed the whole province abounds with lakes and rivers in which bass and trout, salmon and maskinonge, dore and pickerel, and other kinds of fish are to be found by the followers of Izaak Walton. He may make a trip to Valcartier camp, from whence started out the heroic first contingent of Canada's great army to the war, men from all parts of the Dominion, who carried with them overseas pleasant memories of their sojourn in the Quebec district, as those who come down for the convention will carry back assuredly with them to their own districts. Or he may drive to ancient Lorette, the Indian village where once the Hurons lived and had their being, or out through the beautifully laid out Battlefields National Park, known to history as the Plains of Abraham, on which Wolfe and Montcalm fought to the death, to the great Quebec bridge, admittedly the most wonderful engineering feat in the world, for constructed on the cantilever principle, its central span is the longest in existence.

Scenes Within the City.

Within the city limits there is much to be seen. The quaint, narrow streets of Lower Town, where Montgomery met his fate at the time of the American invasion; the grim citadel and ramparts, the ancient gateways of the old fortifications, the Parliament buildings, and last but not least the Dufferin Terrace, with its board-walk overlooking the St. Lawrence, from which beautiful views can be obtained of the Island of Orleans, the St. Charles River and the way to the open sea, forming a promenade that is without a peer on this side of the Atlantic—these are only just a few of the attractions that the convention city offers to the delegates.

Space does not permit one to go into any detailed description of the different routes that may be used to reach Quebec, of the enjoyable river trips that can be made from Montreal to Quebec and down the Saguenay River, but full information on all these points may be obtained from the Tourists' Bureau of Montreal or the Automobile Club of Canada, 909 New Birks Building, Montreal, or the Quebec Automobile Club, Power Building, Quebec.

It is recognized that the Made-in-Canada movement needs the support of Canadian women if it is to be successful, and the following message signed by Mrs. H. S. Griffin and Mrs. Victor Ross, regent and secretary of the Hamilton I.O.D.E., which was read at the luncheon meeting in Hamilton on March 16th, is evidence that this support may be relied upon. It reads:—

"The Municipal Chapter, Imperial Order Daughters of the Empire of Hamilton, in session this morning, desire to assure the Canadian Manufacturers Association, in conference to-day, of the sympathy, interest and support of Hamilton I.O.D.E. towards their Association and their efforts for greater production and a greater market for Canadian-made goods."



A Renowned Quebec Waterfall

These are the famous Montmorency Falls, about nine miles from Quebec. They have a drop of 250 feet, or 100 feet more than the great cataract of Niagara. The body of water, which leaps from this lofty precipice, pours, it is said, through a subterranean passage and rises in a tumultuous manner near the end of the Island of Orleans, gaining the name of Le Taureau, On both sides of the river, above the falls, are the remains of two towers, between which was once suspended a bridge that fell some fifty years ago, carrying with it two lives.

Round About The Chateau Frontenac

Fascinating Historical Associations Clustering round the Scene of this Year's Annual Meeting of the Canadian Manufacturers Association—The Wonderful Part Played by the City of Quebec in the History of Canada

By WILLIAM WOOD

HALF the dramatic turning points in the history of Canada are connected with Quebec, which has thus been repeatedy brought into vivifying touch with some of the greatest events that have profoundly affected America, Europe, and even the world itself, during the last five centuries, from the time when Jacques Cartier discovered here an immemorial "Kingdom of Canada," inhabited by Indians, down to our own day, when the Dominion of Canada sent forth her sons to meet the crisis of the Great World War.

Most of the famous sites are either within full view of the Château Frontenac Hotel or else within quite easy reach of it. The hotel itself has been vigorously growing for the last thirty years on the site of the old Château St. Louis, or Castle of St. Lewis, which was burnt down in 1834 after having served as the official residence of many a French and British Governor. The original Château was begun in 1647. Only the dated corner stone remains, built into the present entrance to the hotel. Before the first Château the site was occupied by Fort St. Louis, which Champlain built in 1620.

A glance through the centuries will enable any intelligent visitor to see how often the fate of Canada was settled at Quebec, and on how many another great occasion Quebec became the chosen scene of action. (Quebec is the Indian name for the Narrows of the St. Lawrence, and should be spelt Kebec in English.)

1535. Jacques Cartier discovered Quebec and wintered near the Indian village of Stadacona, a little way up the St. Charles.

1608. Champlain founded Quebec by building his "Abitation" beside the St. Lawrence, between the present Terrace and the river.

1629. A tiny flotilla, commanded by the brothers Kirke, took the starving French colony without a blow, and Quebec remained in English hands till 1632. Champlain returned in 1633, and died on Christmas Day, 1635. The whole French population was less than a hundred souls.

Quebec Made the Capital

1663. The original Hundred Associates, who had been formed into a chartered company for the exploitation of Canada, were now brought under the local authority of the Crown, and Quebec was made the capital of the Royal Province of New France.

1665. The Marquis de Tracy comes out as Viceroy, Courcelles as Governor, and Talon as Intendant; also over two hundred men of means or position, and a regiment of regulars. Carefully selected girls, known as "les filles du roi," were sent out in batches and married off almost at once. Only six were left over at the close of the first season.

1690. Frontenac, the "Fighting Governor," defeated Phipps, whose American Colonists attacked Quebec.

1659-1706. Episcopate of Monseigneur de Montmorency-Laval, first Bishop of Quebec.

The First Battle of the Plains

1759. The great British fleet under Admiral Saunders holds Quebec in its irresistible grip and enables Wolfe's small army to outmanœuvre the French (who had no fleet at all) and win the first Battle of the Plains.

1760. The remnant of Wolfe's army, now commanded by Murray, is defeated in the second Battle of the Plains by the remnant of Montcalm's army, now commanded by Lévis. But a British fleet comes up, and New France surrenders at Montreal.

1774. The Quebec Act.

1775-6. Carleton defends Quebec (with a garrison of whom one-third were French-Canadians) against the American Revolutionists under Montgomery and Arnold.

1791-4. The Duke of Kent, Queen Victoria's father, was stationed at Quebec in command of the 7th Royal Fusiliers.

First Parliament Opened

1792. The first Parliament opened in the Bishop's Palace at the top of Mountain Hill, on the site now converted into a small park. Here (in the House of Parliament that was built on the same site, and burnt down in 1883) King Edward VII stayed in 1860, the Fathers of Confederation met in 1864, and the Dominion was proclaimed in 1867.

1812-14. Quebec was the general headquarters in Canada during the War of 1812. The Army Bill Office was at 17 St. Louis Street, next door to the new wing of the hotel. The Army Bill Act, passed by the Parliament of Lower Canada (Quebec) in August, 1812, was in some ways the most important financial measure in Canadian history. The Army Bills never lost face value for a day and were not only the



The Chateau Frontenac from Dufferin Terrace

first paper money ever redeemed at par in Canada but the first that also paid interest on redemption (6 l 12 for those of $25 and over). They are now so excessively rare that neither the Dominion nor Provincial Archives possess a single specimen; and, when the documents of "1812" were being edited, only two bills (both in private hands) could be discovered. The importance of the Army Bills to Canadian business can hardly be exaggerated. Native Canadians for the first time in their lives saw native paper money they could trust. This trust begot confidence in Canadian finance (backed by Bills of Exchange on London and, in the last resort, guaranteed by the Imperial Forces). In its turn this confidence begot confidence in the great Canadian banks that began to be established soon after "1812"; while the new Canadian banking system, in its own turn, both steadied and stimulated the general business of the whole country.

Present Citadel Built

1823-32. The present walls and Citadel built by the Royal Engineers after plans approved by Wellington. (The cost, over thirty-five million dollars, is less than 7 per cent. of what the Imperial Government paid out of purely Imperial funds on permanent naval and military works alone, from the time when British garrisons first landed on Canadian soil to the time when, in the present century, the last Imperial garrison withdrew.

The vouchers for the above expenditures on works are now in the Dominion Archives.

The Tercentenary

1858. The 100th "Royal Canadians" raised.

1884. The Canadian Voyageurs leave Quebec for the Nile.

1899. The First Canadian Contingent leaves Quebec for South Africa.

1908. Quebec celebrates her own and Canada's Tercentenary. The pageant displays historic scenes in every generation from the sixteenth to the nineteenth centuries. The Indian, French, and British régimes are successively brought on to the natural stage by thousands of performers, while on the St. Lawrence such different kinds of craft can be seen as birch-barks and battle-cruisers. The Frontenac and Carleton scenes showed how first the French and then the British kept Canada Canadian at Quebec; while the British, French, and American warships that formed a fleet of honor showed the inspiring modern friendship between the three great powers that have such great historic interest in Quebec. By far the greatest number of Canadian militia ever seen together till that time marched past at a review on the Plains of Abraham, where Lord Roberts



St Louis Gate, Quebec

represented the British Army, Lord Jellicoe commanded the Naval Brigade, and King George V, then Prince of Wales, represented King Edward VII, who shares with M. Théophile Delcassé the everlasting honor of having originated the glorious *Entente* between our Mother Countries. A piquant contrast was afforded by the juxtaposition of the French and British transatlantic record-breakers: Champlain's *Don de Dieu*, which, in the seventeenth century, sailed from Normandy to Tadousac in 18 days, and King George's flagship, the *Indomitable*, which speeded home from land to land in 67 hours, stoked by the King among the other eager members of her crew. Lord Grey should never be forgotten in connection with the Tercentenary. Quebec herself did not forget him, nor his invaluable help in commemorating the city and the country Champlain had founded, and Frontenac and Carleton had preserved. This was the inscription on the silver model of the Wolfe-and-Montcalm monument which the city gave him as a souvenir:

QUEBEC
CONDITOR—CHAMPLAIN
CONSERVATORES—FRONTENAC, CARLETON
COMMEMORATOR—GREY

1914. When the First Division of the C.E.F. embarked at Quebec for the Front the escort and convoy together formed the greatest assemblage of tonnage that had ever crossed the Atlantic up to that time. In many ways Quebec resumed her old position as the Canadian headquarters during the Great War. A good many industrial war activities were carried on here. Many thousands of Jugo-Slavs, from all parts of America, mobilized in Quebec. And during the last year of the war the port activities of Halifax were mostly transferred to Quebec, through which many thousands of our American allies proceeded to the front.

1920. A Quebecker may perhaps be excused for mentioning that of the six senior Generals in the C.E.F. at the conclusion of the war no less than three were Quebeckers born and bred: Lieut.-General Sir Richard Turner and Major-Generals Sir David Watson and Sir Henry Burstall. Each received a sword of honor or other object of his choice as a souvenir of this unique distinction for Quebec.

Points of Interest

NOTE.—Guide books will probably suffice for nearly all the points of interest that any member of the Manufacturers Association may wish to see. But particular attention might perhaps be drawn to a few. There is a deliciously comic touch about the first.

(1). When Charles I held Quebec in pledge till the King of France should pay the balance due on his sister's dowry as Charles's Queen, King Charles was pleased to add "Ye Kingdome and Lordship of Canada" to the "other estates" of his good friend Sir William Alexander, Earl of Stirling.

(2). Wolfe's final plan was no sudden idea suggested by a happy chance but, like all great plans in war, the result of a life-time of preparation brought to the test of action. What we should now call his Intelligence Department was extremely well informed; and, in Saunders's overwhelming fleet, he had the means of carrying out schemes of combined strategy that were wholly denied to Montcalm. He never repeated Gray's *Elegy* when in the leading boat on its way to the battle, when absolute silence had been enjoined on all ranks under pain of death, but on the afternoon of the day before, when making his final reconnaissance in a boat half-channel over from Silley Point. The common version of this famous story is merely theatrical and false, which is probably one reason why it passes current instead of the version which is only dramatic and true.

(3). The first battle of the Plains

(*Continued on page* 102)



Panorama of Important Section of Quebec's Waterfront

Quebec boasts possession of the largest inland harbor on the continent. It extends a distance of 15 miles from the mouth of the Chaudiere on the west to St. Patrick's Hole on the east. It is reputedly large enough and deep enough to accommodate the whole of the British Navy and has fine dockage equipment

Quebec City as an Industrial Centre

By O. H. COTE

Industrial Commissioner, Quebec City

Members of the C.M.A., who will be attending the coming annual meeting in Quebec City, will naturally be interested in examining the industrial development of the city. The accompanying article, prepared specially by Mr. Cote, will serve as an excellent introduction. Mr. Cote gives a thorough review of the extent of Quebec's industries and the part they play in the life of the city.

—THE EDITOR.

AS a manufacturing centre, the industries of Quebec City are exceptionally well diversified. This is a fact which outsiders do not always adequately appreciate. One sometimes hears Quebec's industrial activities spoken of as though they were practically confined to boot and shoe and leather manufacturing. This is far from being the case. As a matter of fact, the largest single factory in the city is that of the Dominion Corset Company, of which Hon. Geo. E. Amyot is president, employing some 1,300 persons, and said to be the largest corset factory under the British flag. The output of the factory, when working to capacity, is said to be not less than 1,000 dozen pairs per day. Another important corset factory is the Parisian Corset Manufacturing Company, Limited; it also is splendidly equipped with the latest and best machinery.

Boot and Shoe Industry

The boot and shoe industry is represented by thirty-two factories, and among them they produce one-fifth of all the boots and shoes made in Canada. In normal times, the capacity of the factories is more than three and one-half million pairs per year, and that capacity is being increased in readiness for the time, which experts tell us is not far distant, when the depression in this industry shall have given place to bigger and brisker business. This industry gives employment to some 4,000 persons.

In addition to the boot and shoe factories, large and small, there are fifteen tanneries, employing some 900 persons. The leather industry is one of the oldest-established in the city, for, in looking over the records, we find that some tanneries were in operation as far back as the year 1670.

Another important industry in the city is tobacco, represented by four establishments, the largest being the Rock City Tobacco Co., Ltd. Its president is Mr. Napoleon Drouin, who was Mayor of Quebec from 1910 to 1916. The managing director, Mr. Joseph Picard, is one of the best known business men of Quebec. The company employs some 400 persons and has a plant of enormous size devoted to the manufacture of cigarettes and cut plug tobaccos for smoking and chewing. The yearly output, which is very large, is sold throughout the Dominion. The company also maintains a box factory, the output of which is partly utilized by itself and partly for the trade.

The Lumber Industry

The lumber industry is represented by a number of firms, and is also one of the earliest to be developed in the city, the principal establishment being that of J. H. Gignac, Limited. It has a planing mill, box factory and dry kiln, and produces mouldings, sash, doors, blinds, etc.; bank, office and church furniture; toboggans and trunks. The company employs about 300 persons.

The fur industry is represented by some firms which are known throughout the American continent and Europe. It will suffice to name:—Holt, Renfrew & Co., Ltd., and J. B. Laliberte, who deal in raw furs, in addition to doing a wholesale and retail business of almost unique magnitude.

Iron and Steel

The iron and steel industry is represented by some important firms. The plants of the Eastern Canada Steel & Iron Works, Ltd., La Cie F. X. Drolet, Diamond Engine Co., Terreau & Racine, Michel Latulippe, Alex. McKay Co., to name only these out of some twenty establishments is sufficient to show the importance of that industry in the city.

Special mention might be made of the two Canadian National Railway shops, one at St. Malo, employing 800 men, and the other at Limoilou, employing 300 men. The St. Malo plant is capable of employing over 2,000 men, and the number actually employed will be increased as soon as conditions warrant a greater number. There is also the Dominion Arsenal a unique establishment, making ammunitions, where some 300 men are employed.

The city has also some large paper and wooden boxes and paper bag factories; eight establishments represent these industries.

The provision of drinks, soft and otherwise, is an industry that flourishes in the city. Mineral water, ginger ale and sodas are manufactured in four establishments.

There are also two breweries, one of them, Boswell's, is the oldest in the Dominion. It was founded by the famous intendent, Jean Talon, of the French regime in 1668.

The preserve and canned goods industry is well represented. The Quebec Preserving Co., Ltd., of which Mr. Louis Letourneau, M.P.P., is president, is a splendid factory, doing a large business in jams, jellies, etc. The old City Manufacturing Co., Ltd., owned and operated by J. B. Renaud & Co., Inc., also does a fine business all over the Dominion. Their products are favorites, due to their unexcelled qualities.

Industrial Statistics

In the clothing industry there are eleven establishments, manufacturing all classes of wearing apparels, some of them quite large. The city has also some glove factories, spice mills, candies, drugs, dairy produce, cooperage, awnings and tents, biscuits, etc.

Mr. F. Canac Marquis has a very large and prosperous glue factory, which gives employment to over 100 persons. It is almost unique in its kind. Here are manufactured all grades of glue, size and neat's foot and fish oil; fertilizers, bones, tallows, etc., as well as sulphuric and muriatic acids.

Of course the industries briefly referred to above do not by any means exhaust the list of those which are carried in the city, but the scope of this article does not permit covering the whole field.

Below are given some statistics of the census of 1900, 1910 and 1918, which illustrate the development for the last twenty years better than words:—

Census of 1900.

Number of establishments	255
Capital invested	$9,588,739.00
Employees on salary and wages	9,384
Salaries and wages paid	$3,103,578.00
Cost of raw material	$7,127,994.00
Value of products	$12,779,546.00

Census of 1910.

Number of establishments	175
Capital invested	$16,488,303.00
Employees on salary and wages	8,067
Salaries and wages paid	$3,632,199.00
Cost of raw material	$8,212,505.00
Value of products	$18,933,227.00

Census of 1918.

Number of establishments	424
Capital invested	$36,937,434.00
Employees on salary and wages	11,500
Salaries and wages paid	$6,979,516.00
Cost of raw material	$16,067,679.00
Value of finished products	$38,265,277.00

The capital invested, which was nine and one-half millions in 1900, and sixteen and one-half millions in 1910, jumped to thirty-seven millions in 1918, four times the amount of 1900. The value of production increased about in the same proportion. The salaries, which remained the same during the first ten years, nearly doubled during the next eight years, with the number of employees increasing only 25 per cent.

Now let us consider what the industries established within the city limits mean to the population. In normal times we can say that some 18,000 persons find employment in the different factories. If we consider that at least three persons are dependent upon one employee, we find that over 70,000 persons of our population are dependent upon the industries for a living.

Progress of the City

It might be interesting now to note the progress of the city during the same period, as regards population and assessment. The population, which was 68,840 in 1901, was 78,710 in 1911, an increase of 10,000 in ten years. During the next nine years the increase was much more rapid, as the last private census taken early in 1920 showed a population of 116,850, an increase of 38,000 in nine years.

If we now look at the assessment value of taxable properties we find there also a remarkable development:—

Taxable properties in 1901	$19,100,349.00
Taxable properties in 1911	51,187,450.00
Taxable properties in 1920	73,039,135.00

Value of properties exempted from taxation are as follows:—

Land and building, 1901	$7,296,960.00
Land and building, 1911	11,916,060.00
Land and building, 1920	31,395,760.00

For the year 1921 the increase in the value of the taxable properties, as prepared by the tax assessors, will be nearly ten millions. Even with that increase, the properties in the City of Quebec are not considered to be assessed at their full commercial value.

The building permits issued during the last ten years have shown a continual increase for the year 1918. Records show the following figures:—

Year 1910	$526,498.00
Year 1915	2,576,342.00
Year 1920	2,301,480.00

Unfortunately the figures for 1920 do not represent the actual value of the construction work carried on during that year, as we can find over three and one-half millions and even be on the conservative side. The prospects are that the year 1921 will be a record-breaking one for the construction industry in the City of Quebec.

If we take into consideration the large amount of inquiries received from different sources for information as to the natural and other advantages offered to new industries desirous of locating within the city limits or the district, the citizens of Quebec have reason to be optimistic and look to the future with confidence.

Transportation Facilities

Quebec's position as a railway centre is well recognized. When the harbor, which is specially equipped with its fine elevator, gets its share of the grain trade of the western provinces, this trade, which is now diverted to United States ports for exportation, the same coming over the National Transcontinental Railway, which was built for that purpose, we shall see some new developments and industries will benefit accordingly. This we hope to see in the near future.

The Made-in-Canada Idea

How the Made-in-Canada idea is catching hold of the people may be illustrated by the action of the Ladies' Auxiliary, G.W.V.A., District Command of Toronto and York county. Every member present at the February meeting of the Auxiliary, after hearing an address on buying Made-in-Canada goods, pledged herself to buy only such goods in future.



One of Quebec's Five Public Buildings

This is the Court House, which Stands to one Side of the Place d'Armes near the Chateau Frontenac

Premier Position held by Quebec in the Manufacture of Pulp and Paper

Province was the First to Engage in the Industry and it Still Holds Its Supremacy as a Producer

By EDWARD BECK
Canadian Pulp and Paper Association

THE Province of Quebec was the birthplace of the pulp and paper industry of Canada and still retains the supremacy which it achieved in the early days, although to-day it is being somewhat hard pressed by Ontario for first honors. The first Canadian paper mill was erected at St. Andrews, Que., in 1803, and was followed by a second one established at Bedford Basin, N.B. in 1818. The first mill built in Ontario, or Upper Canada as it was then known, was erected in the village of Crook's Hollow, in 1825, twenty-three years after the first mill was put into operation in Quebec.

The First Wood Pulp

The first woodpulp that was ever manufactured in commercial quantities for use in paper-making was made in what is now the Canada Paper Company's mill at Windsor Mills, Quebec, and was converted into paper in mills located at Sherbrooke, Que., in the year 1864, by John Thomson, the inventor of the process, a Canadian of Scotch descent. Almost simultaneously similar experiments in the United States were brought to fruition so that the claim to priority in the use of woodpulp in paper-making is sometimes the subject of dispute.

Quebec also boasts the first mill built in Canada to produce finished high-grade book and writing papers. It was erected in 1882 at St. Jerome, Que., by the Rolland Paper Company, Limited. In 1885 the output of this mill had the distinction of being awarded the gold medal at the world's fair in Antwerp, repeating the achievement in 1893 at Chicago and taking the Grand Prix at Paris in 1900.

The development of the industry in the province has been specially marked during the present decade. Its growth in the immediate future will, in the opinion of those conversant with its progress, be not less assured.

A Most Important Industry

It is probably the province's most important manufacturing business regarded either from the standpoint of the amount of invested capital, the value of its output, the extent to which it provides employment and in the amount of revenue it brings into the province from abroad.

The industry owes much of its success to sympathetic treatment by the provincial authorities, who have never failed to realize its value to the province and who are always ready to co-operate in its development. This has found expression in the joint undertaking by the Government and the companies of large hydro-power development as well as in the adoption of progressive forestry methods.

There are now 46 establishments in Quebec engaged in the industry, comprising 17 pulp mills, 12 pulp and paper mills, and 17 paper mills. They represent a capital investment of $124,101,164, which is being constantly augmented by expansions of existing mills and the building of new ones.

The industry gives employment to 14,000 employees, exclusive of woodsmen, and distributes in wages and salaries over $15,000,000 a year.

Quebec, in 1919, the latest year for which official returns are available, produced pulp and paper of a total value of $75,239,565, as shown in the subjoined statement:

THE INDUSTRY IN A NUTSHELL

No. of Establishments	**46**
Capital	**$124,101,164**
Employees	**14,000**
Salaries and Wages	**$15,000,000**
Production (1919)	**$75,239,565**

Woodpulp Production

In Pulp Mills.

Kind of Pulp.	Tons.	Value.
Groundwood	204,556	$6,167,057
Soda fibre	.....	.....
Sulphite (bleached)	28,793	2,245,854
Sulphite (unbleached)	31,846	2,229,265
Sulphate fibre	47,391	3,574,012
Other Products	.....	20,417
Totals	312,586	$14,236,605

In Pulp and Paper Mills.

Kind of Pulp.	Tons.	Value.
Groundwood	310,901	$6,840,042
Soda fibre	3,395	272,413
Sulphite (bleached)	11,422	668,703
Sulphite (unbleached)	113,433	5,783,861
Sulphate fibre	79,554	5,803,346
Other products	.....	32,805
Totals	518,705	$19,401,170

Of the above production, 391,272 tons of pulp of all kinds, at a total cost value of $11,240,481, were made by the mills for their own use, and 440,020 tons, of a selling value of $22,397,294, were made for sale or export.

Paper Production

In Paper Mills.

Kind of Paper.	Tons.	Value.
Newsprint (in rolls)	348	$33,060
Newsprint (in sheets)	778	67,395
Hanging papers	2,299	217,277
Book and writing:—		
Book, wood fibre	1,432	219,507
Book, rags	....	.....
Cover	....	.....
Coated paper	1,577	369,738
Writing paper	4,539	1,620,325
Other fine paper	5,677	2,010,138
Wrapping Paper:—		
Manila (rope, jute)	....	.....
Heavy wrapping	404	21,828
Straw wrapping	....	.....
Bogus or wood manila	4,803	477,923
Kraft paper	397	63,520
Other wrappings	1,193	125,670
Boards:—		
Woodpulp board	....	.....
News board	802	82,156
Trunk leather and press boards	440	74,800
All other boards	5,563	470,778

In Pulp and Paper Mills.

Kind of Paper.	Tons.	Value.
Newsprint (in rolls)	238,692	$16,486,229
Newsprint (in sheets)	74,292	5,303,849
Hanging papers	....	.....
Book and Writing:—		
Book, wood fibre	2,760	416,400
Book, rags	769	110,736
Cover	520	75,800
Coated paper	....	.....
Writing paper	1,038	149,959
Other fine paper	893	160,740
Wrapping Paper:—		
Manila (rope, jute)	329	41,125
Heavy wrapping	714	79,624
Straw wrapping	449	40,410
Bogus or wood manila	3,721	384,797
Kraft paper	24,055	3,762,675
Other wrappings	4,033	453,543
Boards:—		
Woodpulp board	30,754	2,473,709
News board	....	.....
Trunk leather and press boards	.....	.....
All other boards	7,764	502,900

Other Paper Products

	Tons.	Value.
Tissue paper	....	.....
Building and roofing	19,410	$1,800,057
Toilet papers	615	73,800
Miscellaneous	1,008	132,740
All other products	....	593,145
		$8,453,857

	Tons.	Value.
Tissue paper	19	$5,000
Building and roofing	21	1,680
Toilet papers	646	157,677
Miscellaneous	13,379	910,165
All other products	....	1,630,915
		$33,147,933

The materials used in the production

of pulp included 1,176,134 cords of wood, valued at $13,830,734, divided as follows:

Wood	Cords.	Value.
Spruce	769,586	$8,662,489
Balsam fir	410,389	5,096,332
Hemlock	2,146	25,364
Poplar	2,894	45,166
Other kinds	119	1,383
	1,176,134	$13,830,734

Other materials used in manufacturing pulp, including sulphur, limestone and lime, soda ash, sulphite of soda, bleach, etc., were valued at $2,638,882.

The materials used in the manufacture of paper were:—

	Tons.	Value.
Groundwood pulp	306,486	$6,858,791
Soda fibre	1,854	144,177
Sulphite fibre (bleached)	14,014	1,218,451
Sulphite fibre (unbleached	88,916	4,291,627
Sulphate fibre	32,342	2,054,166
Rags, etc.	15,769	1,286,498
Waste paper	13,068	381,095
Straw	244	4,680
Manila stock	1,627	93,255
All other stock	3,652	281,048
Soda ash	....	13,759
Alum	....	212,385
Clay	....	65,101
Dyes and colors	....	171,317
Miscellaneous	....	1,099,557
		$18,175,907

The industry contributes largely to the provincial revenues. In 1920 the Quebec Government derived $2,600,000 from its forest resources, principally from its pulpwood limits, which represents about 15 per cent. of the total revenues. Recent increases in license fees and stumpage dues will increase this percentage.

Commenting upon the value of the industry to the province, the Provincial Minister of Lands and Forests in 1918, said:

"The development of the pulp and paper industry is most important in an economic sense. The manufacturers are earnest and enterprising. They strive not only to get value from their raw material, but also to utilize the waste and the by-products and to turn them to profitable account. Every large mill employs a considerable number of experts, such as chemists, mechanical and civil engineers, etc., all working to discover new ways of improving the manufacturing processes.

Intensive Use of Forests

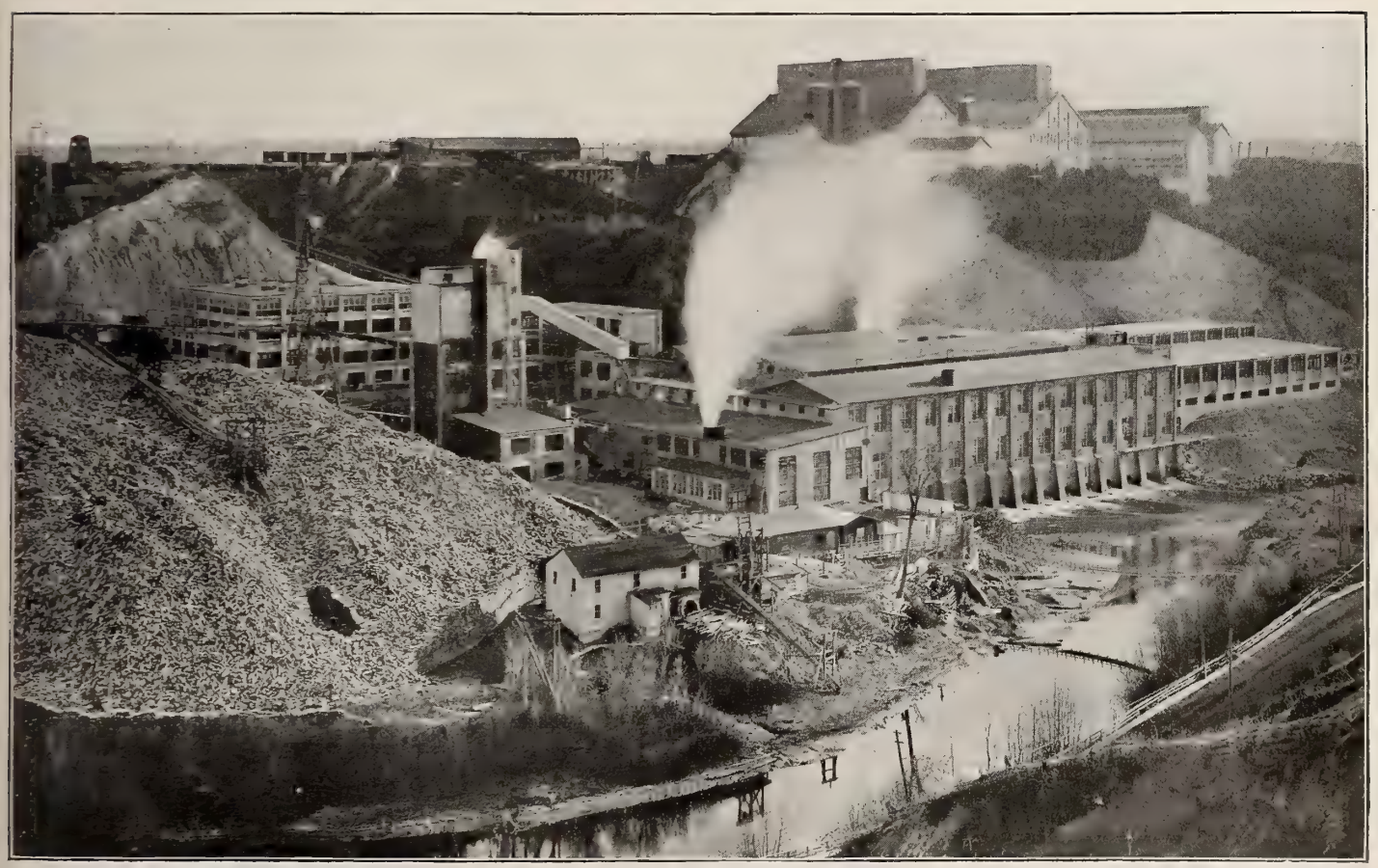
"The industry insures a more intensive utilization of our forests—since even small timber is used—and allows us to hope that the immense territories of Labrador, Ungava, and the North Shore, so rich in pulpwood and so poor in large timber, will thus acquire value.

"As all the world's forests are becoming more and more exhausted, it follows that other countries will have to rely more on our province for the pulp and paper they need. It will be easy for us to supply them if we take the necessary precautions, because we have the raw material and also the necessary water-powers."

Quebec has probably the most advanced forestry laws and the most progressive forest administration of any of the provinces and is constantly striving to improve them. The province was one of the first to place restrictions upon the pulpwood cut from Crown Lands by requiring it to be manufactured into pulp or paper in Canada, and has undoubtedly profited greatly thereby. The restrictions do not apply to private lands, and last year 827,982 cords of pulpwood were exported from the province. With the growing scarcity of wood and the absolute necessity of husbanding the supply, pending the enforcement of measures to provide for its replenishment, there is a strong sentiment growing up in favor of restricting the export of wood from patented lands, or at least of requiring such wood as is exported therefrom to bear a fair share of the cost of forest upkeep and renewal which is now practically all borne by the Crown Lands.

Reforestation is making progress in the province. The Government maintains an excellent nursery from which three to four million trees are distributed every year. It also maintains a forest

(*Continued on page* 94.)



Turning Quebec's Forest Wealth into Paper

This is a view of one of Quebec's largest pulp and paper industries, that of the Belgo-Canadian Pulp and Paper Co., Limited, located at Shawinigan Falls. To the left will be noted the immense heap of pulpwood which comprises the industry's principal raw material. 345 cords of wood are consumed daily in producing 195 tons of newsprint paper. This industry, controlled by Belgian capital, was started in 1901.

Some Sidelights on the Shoe Manufacturing Industry in the Province of Quebec

The Growth of One of the Province's Foremost Industries With Glimpses of Some of Its Leading Personalities

By ALEX. MARSHALL

SHOE MANUFACTURING had an early beginning in what is now the Province of Quebec. As far back as 1667 there were already twenty shoemakers in New France. They were turning out very simple and rough kinds of footwear by old-fashioned hand methods. By 1671 the local shoemakers were making shoes for nearly all the local population, then, of course, only a few thousand people. About one-third of the leather even in those early days was tanned in Canada.

Contrast this small business with the 1919 figures which show the value of production of leather boots and shoes in Canada of $63,320,000 worth, 65.8 per cent. of which was produced in the Province of Quebec. In fact, the shoe industry in point of value of products is second only to the pulp and paper industry in Quebec and ranks above it in total annual wages paid.

Through a rather odd set of circumstances, Ontario produces by far the greater quantity of upper and sole leather, but Quebec, through its immensely predominating position in the production of boots and shoes, is gathering to herself the subsidiary developments, the manufacture of shoe machinery, lasts, box toes, counters, and findings of all kinds, gradually tending towards a self-contained industry within its own borders.

A Large Production.

Figures usually are dreary, but the few given below represent roughly the production of the different big classes of shoes in the Province of Quebec in 1919:

	Pairs.
Welts	3,372,950
Turns	2,070,000
McKay sewn	4,650,000
Wire, screw or metal fastened	1,153,000
All other	1,000,000
	12,245,950

A slight analysis of other figures shows that while Quebec is producing 65 per cent. of the shoes, her wage bill is about 2½ per cent. (no reference to the strength of the liquid refreshments) less than 65 per cent. of the total, but this saving is balanced by the fact that her materials cost about 2½ per cent. more than her proportion of the total. This does not mean that employees in Quebec individually get less pay, but that they produce more pairs of shoes for the pay they receive.

The Quebec manufacturers also appear to be able to conduct their business with slightly less than their normal proportion of capital. This is chiefly shown in the capital tied up in machinery and tools, the manufacturers in the other provinces apparently getting less production as compared to the investment in plant than the Quebec manufacturer. This, coupled with the better results from labor, gives rise to what may be considered a fair deduction that Quebec shoe manufacturers are conducting their business more economically.

Secret of Success.

Larger unit production appears to be the secret of the success of the Quebec manufacturers, and this is, partially at least, due to the industrious and economical habits of the French-Canadian people who so largely compose the working staffs of the shoe manufacturers in Quebec whether the factories are managed by French or English-speaking people.

The shoe business is certainly one for which the French-Canadians show a natural inclination and many instances could be quoted of shoe workers becoming owners and managers of extensive shoe plants and having a further realization of their early dreams by bringing their sons up in the business, later to occupy similar positions. The Government of the province continually recognizes the importance of this great and growing industry, the latest example of their interest being the establishment of a school in which much of the technical and practical work of shoe-making is taught. In this way, they are providing for the continuance of the industry in the hands of men thoroughly skilled and schooled in their industry.

Another example of their ability to do a big thing in a big way was the great Shoe and Leather Fair and Style Show held in Montreal last year under the auspices of the Shoe Manufacturers' Association of Canada. This fair was held in happy conjunction with the annual convention of the National Shoe Retailers' Association of Canada and witnessed many of the greatest gatherings of shoe and leather men ever held in Canada. As was natural, the men who shouldered the bulk of the work were Montreal men, the largest French-Canadian shoe manufacturers, the Tetrault Shoe Manufacturing Co., Limited, loaning the services of P. A. Doig for two or three months to enable him to throw his whole energy into the big task.

In an industry that has seen as much change and development as the shoe industry, it would be amazing if it were not filled with rather unique personalities. To do proper justice to Quebec Province as a shoe centre, an interesting story could be given about practically every business. That, of course, is impossible of achievement, but it is not becoming to close this article without brief reference to a few:

The president of the Shoe Manufacturers' Association of Canada is Joseph Daoust, of Daoust, Lalonde & Company, Ltd., Montreal. Mr. Daoust has the rather unique distinction of being at once a tanner, a shoe manufacturer and a shoe jobber. He may have other serious business interests of which I am unaware, but his versatility is sufficient for all his needs. He adds to this quality a geniality and bi-lingualism that increase greatly his scope and influence.

Versatility seems to be the "middle name" of many shoe manufacturers, for T. H. Rieder, of Ames, Holden, McCreedy, Ltd., has graduated from the rubber business into the shoe business, working in both leather and canvas lines, and now some of his surplus energy is overflowing back to his first love. Mr. Rieder approaches most of his problems from a scientific viewpoint and is very keen on mechanical and business efficiency.

An Outstanding Firm.

One of the outstanding examples of the working of French-Canadian characteristics in the shoe business is the Tetrault Company. Easily in the front rank in extent of production, the company is fortunate in having the father to son continuity established and the best traits of French character exemplified. Without Napoleon, Albert and Oliver Tetrault, the shoe business would be a less efficient and less harmonious industry.

Then we have Mr. Lanthier and Mr. Martin of the Kingsbury Footwear Company, a nice blending of two distinct French and English types working successfully together. Alfred Lambert, whose manufacturing operations may be small compared with his jobbing business, shows us a type of public-spirited French-Canadian interested keenly not only in his business but in municipal and trading organization affairs, reserving some of his time to a movement for the maintenance of the purity of the French language

as spoken and written in Quebec and taking his place in English speech on even terms with the best business orators in the Empire at the sessions of the Chambers of Commerce of the British Empire.

Montreal cannot be left behind without reference to the "men behind" in Aird & Son, Narcisse Gagnon and his son, who have the reputation of producing more McKay shoes than any other firm in Canada. Father and son can enliven any social gathering of shoe men by delightfully rendering "La Marseillaise," "O Canada," or "Madelon," either solo or duet.

The firm of J. A. & M. Cote, of St. Hyacinthe, has long been well known and respected throughout the trade and it has not been an infrequent occurrence for J. A. Cote to be called into consultation on questions affecting shoes where experience and integrity were the necessary qualifications.

In Quebec City, there is a happy family in the shoe trade. Like all really happy families, however, they have occasional "scraps" to blow off excess steam. The John Ritchie Co., Limited, is one of the oldest institutions in the trade, John Ritchie and, I believe, his father before him being pioneers in the trade when it began to change over from hand methods to machine production. The company dates back to 1859, and is now under the active direction of J. E. Warrington, the

(*Concluded on page* 96.)



In the Heart of Quebec's Shoe and Leather District

Here are located several of the industries which make Quebec famous as a producer of Boots and Shoes. In the centre foreground stands the plant of the Wm. A. Marsh Co. Limited. Near by are the plants of the John Ritchie Co. Limited, Gale Bros. Limited, A. E. Marois Limited, O. Goulet and others. Together they form an interesting groups.

Co-ordinating Record Systems

A New Association Provides for the Interchange of Ideas Among Filing Departments, Making Record Work a Business Science

By ALAN MAURICE

THE Canadian Association of Record Officers should prove a very useful assistant to office managers who have filing troubles. A thoroughly Canadian organization, officered by Toronto filing experts and librarians, this Association aims to make indexing filing and record preservation a business science. It is a peculiar thing that business colleges and the like do not give instruction in filing in conjunction with their regular courses. The proper classification of records must be thoroughly understood in any office before such records can be properly preserved, and the study of various problems which are constantly arising in this connection is an important duty which is being undertaken by the Records Association.

The Association's Objects.

To quote from the Constitution and By-laws, the organization has been formed: "to promote the study of the science of indexing and filing, the development of efficient methods and the solution of the problems which may arise in this connection," and it may "engage in whatsoever activities a majority of its members, regularly convened, may desire, provided such activities are in furtherance of the objects" as outlined above.

Membership is divided into two classes, active and associate—active members being those who have executive authority and charge of record departments and associate those who are employed in the routine work of indexing, filing and preserving records. If the Association does nothing more than turn out a finished product, capable of planning and running a records department from the raw material it possesses in the associate members it will have earned its place in the business world. It is governed by an executive committee which instructs the officers, receives reports of standing and special committees and reports to the Association. In drafting the Constitution and By-laws, the Association was guided by the example of the Canadian Traffic League and the Canadian Manufacturers Association. It has provided for standing committees on Membership, Education, Research and Employment.

The Membership Committee.

The duties of a Membership Committee must naturally be more or less universal and no departure from precedent is found in this case where the committee obtains new members and passes upon the eligibility of applicants.



Dalton J. Little

The William Davies Company, Limited

President, Canadian Association of Record Officers

These duties are performed by a chairman and four members.

Committee on Education.

A big field is provided for the activities of the Committee on Education and an ambitious programme is being undertaken. Formation of study groups under competent instructors is under way and all members may take advantage of the instruction which is provided free. Special systems will be studied at the request of members interested and reports on the instruction given in business colleges will be prepared. This committee, which will be ready to co-operate with the principals of such schools in the suggestion of studies which may be included in their curricula, consists of a chairman and four colleagues.

The Research Bureau, as the committee on research is named, has an interesting task before it, in investigating and reporting upon the filing systems and equipment which are now manufactured and offered for sale. It will be ready on request to supply members with information as to the suitability of——'s system to their needs, will study the requirements of members and, when required, devise systems which are suitable to these requirements.

When the Constitution and By-laws were adopted, in view of the importance of the work of the Research Bureau, a clause was inserted in the by-laws making those engaged in the manufacture or sale of filing systems or equipment ineligible for membership in the Association. Thus, all those engaged in this business are ensured an unbiased consideration when systems and equipment are discussed.

The Employment Committee.

The Employment Committee, which has been authorized but has not yet been appointed, is designed to keep a record of members of the Association only who may be temporarily out of employment. It will not list the names of those who are engaged without the sanction of such members' employers.

The Association had its beginning in the minds of two or three Record officers who met last spring and discussed the formation of an association for the mutual benefit of filing clerks and librarians in Toronto. Their discussions eventuated in the formation of an organization committee of twelve which decided to take the necessary steps to launch an association. Care was taken that as many types of organization as possible should be represented and a circular was drawn up and forwarded to over one hundred office managers in Toronto. In this they were apprised of the proposed association and its objects and were invited to send representatives to the organization meeting. At this meeting, held by permission of the Canadian Manufacturers Association in their committee rooms on January 20th last, officers were elected and the constitution and by-laws as drafted by the Organization Committee were adopted.

Colonel Fraser's Address.

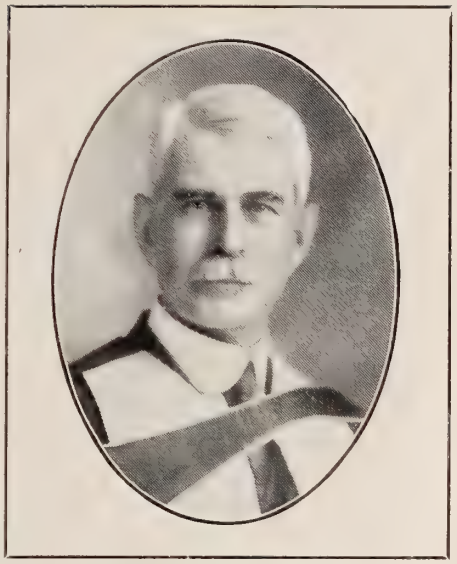
Col. Alexander Fraser, LL.D., Litt.D., A.D.C., the honorary president of the Association, addressed a later meeting and gave a talk on "The Value of Records in Business." Col. Fraser, who is Provincial Archivist, drew on his large experience and told the members some interesting things on this subject.

Dalton J. Little, president, who has charge of the Records Department of Wm. Davies Co., Ltd., was some years ago employed as a filing clerk in the Post Office Department at Ottawa. He was engaged for seven or eight years in journalism and served on papers in Ottawa, Montreal and Toronto. After over-

seas service he returned to newspaper work in Toronto.

The chief of the Cataloguing Dept., Toronto Reference Library, Miss W. G. Barnstead, B.A., author of a "Handbook on Filing," published by the Department of Education, and a lecturer of some note on "Cataloguing," is 1st vice-president, and W. L. Flemming, chief of the Central Registry of the Dept. of Soldiers' Civil Re-Establishment, was before going to France, some years in the Civil Service at Ottawa, and is a recognized expert in Governmental filing. A. M. Irwin, of the Canadian Manufacturers Association, formerly assistant office manager, Vocational Branch D.S.C.R., fills the office of secretary-treasurer.

Wilson Fenton, treasurer Murray-Kay Co., Ltd., is auditor of the new association. Of the Executive Committee, Miss C. A. Rowe, International Nickel Co., Ltd., a Record Officer of some years standing, and A. J. Milner, of the Robert Simpson Co., Ltd., are representative of the corporations. H. A. Asman, archivist Canadian Bank of Commerce, brings to the councils a knowledge of banking record systems, and W. H. Hughes of the Central Registry Vocational Branch D.S.C.R., the Civil Service. A. W. Brookes, Hydro-Electric Power Commission of Ontario, holds the reins of the Membership Committee, and C. U. Stapleton, Office Methods Expert to the Canadian National Railways, occupies the chair of the Education Committee.



Colonel Alexander Fraser,
LL.D., Litt.D., A.D.C.

Provincial Archivist and Honorary President, Canadian Association of Record Officers

While the organization is local in scope at present, it is intended that it shall be Dominion-wide and for that reason its present name has been adopted. Plans include qualifying examinations for active membership with a standard rating of competency for chartered record officers. Already interest in the Association is being evidenced in Ottawa and Hamilton, and it is likely that in these two cities the first branches will be formed. Prominent business men of Toronto have expressed themselves as being strongly in favor of a movement to raise the standard of record keeping, and it is believed that the C.A.R.O. will be of material use to the business community.

Filing, whether it be correspondence, invoices, cheques, deeds or books, has too long been considered of minor importance and consequently it has been neglected. In a great many offices it is entrusted to the "care" of a stenographer or switchboard operator to be done in her spare time with the result that letters needed in a hurry cannot be found. The advent of the filing department is correcting that condition, and the scientific record officer is but the next step.

While it is well known that a standard filing system is not possible (every firm must really work out its own), with an organization which includes specialists from the Dewey Decimal Classification to the straight alphabetic to consult, the designing of a system to meet every individual need should be easy of accomplishment.



Courtesy of the Office Specialty Manufacturing Company, Limited.

A Typical Filing System

The record department of the Sheet Metal Products Company of Canada, Limited, in Toronto

News and Views of the Association

There will be found each month in this department a record of the various activities of the Canadian Manufacturers Association during the preceding month. The information is supplied to INDUSTRIAL CANADA officially, and all members of the Association are urged to acquire the habit of reading and checking over the contents of the department carefully in order to keep themselves posted on the work of the Association

Annual Meetings Scheduled for April

ONTARIO DIVISION'S annual meeting will take place in the Royal Connaught Hotel, Hamilton, on Tuesday, April 26th. There will be the usual programme of reports and other routine business, after which the meeting will be thrown open for the discussion of such questions as may come up for consideration. No outside speakers will take part but members and officials will supply the oratory.

Toronto Branch annual meeting is scheduled for Thursday, April 21st, and will be held in the Board of Trade Rooms, Royal Bank Building.

Vice-President Shaw Speaks at Stratford

VICE-PRESIDENT JOHN R. SHAW, Woodstock, was the speaker at a luncheon of the Stratford Chamber of Commerce on March 28th. He told his hearers about the Association, tracing its growth and outlining its various services. He further explained that the Association favored a permanent tariff commission, which would study conditions and recommend to Parliament necessary legislation. Mr. Shaw gave it as his opinion that without protection the business of the country would not be as good as it is to-day.

Immigration Requirement is Extended

BY an order in council dated March 19th, 1921, the order of November 29th, 1920 (P.C. 2930) requiring that immigrants of the mechanic, artisan and laborer classes, whether skilled or unskilled, shall be in possession of $250 as a condition of landing in Canada, has been extended indefinitely. This action has been taken, it is stated, "in view of the existing employment conditions."

The original order was based on the information received "showing that in various parts of Canada a considerable amount of unemployment now exists and that certain classes of workers, particularly mechanics, artisans and laborers find difficulty in obtaining steady employment," and also because "the prospects for employment are not likely to improve during the next few months." The order was to remain in effect until March 31st, 1921.

Secretary-Treasurer of Safety Association

AT the last meeting of the Executive Committee of Ontario Division it was announced that R. B. Morley, secretary of Ontario Safety League, had been appointed secretary-treasurer of the Industrial Accident Prevention Association of Ontario. The Association is to be thoroughly reorganized and the interest and co-operation of all employers in the province was invited.

Death of Ex-Chairman Winnipeg Branch

THE death occurred on March 27th at Hot Springs, Va., of A. B. Stovel, vice-president The Stovel Co., Winnipeg, a prominent member of the C.M.A., who in 1916 and 1917 served as chairman of the Winnipeg Branch. Mr. Stovel had not enjoyed good health for some years. He went to Virginia about the middle of March in the hope of recovering his health, but when he reached there had to take to his bed. He was born in Mount Forest, Ont. in 1865, was a practical printer and worked at his trade in Chicago and Winnipeg previous to the formation of the Stovel Co. In religion he was a prominent Baptist, being president of the Baptist Union of Western Canada. He also took an active interest in the Independent Order of Oddfellows and was a member of numerous clubs.

Winnipeg Branch Visited by the Treasurer

ON the evening of February 22nd, the Winnipeg Branch, C.M.A. entertained Thomas Roden, Honorary Treasurer, Toronto; and Messrs. Caron, Montreal; Lees, Hamilton; McKnight and Dobbs, Toronto, who were delegates attending the Jewellers' convention in Winnipeg, at a dinner at the Hotel St. Charles. Mr. Roden was the guest of honor and principal speaker, while D. J. Dyson, chairman Prairie Division, occupied the chair.

Mr. Roden appealed for closer co-operation between East and West and dealt at some length with the objects of the C.M.A. and its various services. In order that the Association might take intelligent action on public questions, he urged that the membership throughout the whole country should consider the problems that arose and give the Association the benefit of their advice. Mr. Roden spoke at considerable length on the turnover tax, which he contended would provide an equitable and easy method of raising a large sum of money.

Other speakers were Mayor Parnell, who appealed to the members of the Branch to think of Canada's requirements first, last and all the time, and Charles Pratt, chairman Medicine Hat Branch, who spoke in hearty appreciation of the services rendered by the Association to manufacturers in the Province of Alberta.

Fake Advertising Schemes Are Exposed

ATTENTION of the members of the Toronto branch is again being directed to the Bureau of Advice and Information which was established three years ago to assist manufacturers in handling questions relating to applications for subscriptions for alleged philanthropies, charities and advertising, about the merits of which they may be in doubt.

"Fake advertising devices are amongst the chronic nuisances of modern business," states a circular issued by the Branch. "Are you ever favored with a call from the glib-tongued stranger who tells you that he has one of the best propositions in the advertising line that has ever been before the public? Do you ever receive circular letters from an organization with a high-sounding name you never heard of before, inviting subscriptions to some worthy object?

"If so, do you not think it would be to your advantage to co-operate with your fellow-manufacturers in reporting all such schemes to one central bureau,

where they can be thoroughly investigated, and if necessary exposed? Worthy schemes will at the same time receive the commendation they deserve.

"The Canadian Manufacturers Association, through its chain of branches and wide membership, has exceptional facilities for undertaking this class of work, and through the Bureau of Advice and Information is prepared to report fairly and fearlessly upon anything you may bring to its attention. In the aggregate the Bureau has saved and may save the manufacturers thousands of dollars.

"We enclose a card to be hung in your office, notifying solicitors that all requests for advertising, etc., are referred for investigation to the Bureau of Advice and Information, which will save the annoyance of many personal calls by solicitors whose appeals will not bear scrutiny. This service has been of great assistance to many of our members since it was inaugurated in 1918. We trust that our members will continue to make use of it."

Members of Toronto Branch Visit Brampton

THE industrial progress being made in Brampton was seen by seventeen members of the Toronto Branch who motored there on Wednesday, March 23rd, in response to an invitation from manufacturers and the Board of Trade of the town. The plants of the Williams Shoe, Limited, and the Copeland, Chatterson Company were first visited and then the delegation were taken through the beautiful greenhouses of the Dale estate. They then returned to a luncheon provided by the Board of Trade at the Victoria Hotel.

After the luncheon G. W. McFarland, president of the Board of Trade, called on J. T. Stirrett, general secretary of the C.M.A., to set forth the aims of the delegation. Mr. Stirrett showed how Canada, which produced three and one-half billions of goods last year, and employed 700,000 people in making them, provided for several millions of others who are dependent on the industries in indirect ways. The general secretary also spoke of the splendid part Brampton had played in the campaign for "Made-in-Canada" goods.

T. F. Monypenny, Imperial Paint & Varnish Company, surprised his audience by saying that the town had produced $5,000,000 worth of goods last year, and that her neighbor, Georgetown, had produced $3,300,000 worth.

Mr. Monypenny declared that if men would give their service in behalf of advancing their country as they give it to their own business, Canada would make progress through a fair sea. We want to make every town one hundred per cent. efficient, he declared, and urged against the fallacy "of letting George do it."

James Acton, Acton Publishing Company, who has been a member of the C.M.A. for 33 years, told of finding that more than ever co-operation is the basis of success in industry. This co-operative effort will put industry into its right relations with the Canadian people; they will support their own.

W. M. Alderson, president of the Toronto Board of Trade, said that the small towns cannot do too much to impress on the people the propriety of using only made in Canada goods. He said that even small plants could get their employees into line. You can get no more out of a business than you put into it, he declared, and you will get no more out of the Dominion than you put in.

Our Branch Chairmen for 1920-21



Vivian Burrill

Chairman, Three Rivers Branch

THE election of Mr. Burrill to the chairmanship of the recently-formed Three Rivers branch was natural, since he is the oldest member of the C.M.A. in that city. Coming to Canada from England, in 1871, with the intention of farming, he recognized the possibilities that lay in the development of the Province of Quebec and soon became connected with the lumber industry. Later, he formed the Drummond Lumber Company, and in 1878, foreseeing the great development of the St. Maurice Valley, he took up land near Shawinigan Falls. When the village was founded there Mr. Burrill was elected as the first mayor.

Though the Burrill Lumber Company is still a prosperous concern in Three Rivers, its founder is trying to keep out of business, finding enjoyment in his recollections of the past and his observation of the magnificent results of his work in some of Quebec's leading industrial centres.

R. L. McIntyre, McGregor, McIntyre, Limited, continued on the same text, speaking of the $70,000,000 which is annually paid to the United States for coal, while Alberta produces coal that tests better, five to one.

Mayor Beatty, who is a labor man, spoke of the industrial depression. It had been expected and had arrived, and now it was up to every man, whether employer or employee, to take his medicine. A. E. Chatterson, Copeland, Chatterson Company, told of the difficulty of keeping a sales force going during the buyers' strike which had descended on the country. He was, however, confident that business would right itself and he welcomed any efforts the C.M.A. might make for better business in Brampton.

Other speakers were T. W. Duggan of the Dale estate; Robert Crawford, county treasurer; C. F. Bate, manager, Merchants Bank, and Gordon Hall, manager, Dominion Bank. After giving three cheers for their hosts the party motored back to Toronto.

How to Help "Made-in-Canada" Campaign

IN a circular issued to the membership on March 26th, on the "Made-in-Canada" campaign, the progress of the campaign is noted and the following suggestions are thrown out to members:

"The Executive Council respectfully directs your attention to the assistance which can be given to the campaign by individual members of the Association. It is suggested that our 4,100 members should constitute 4,100 organization points for the "Made-in-Canada" campaign. Connected with these 4,100 organization points are about 700,000 industrial employees, who, with their families, number about two million people.

"The Executive Council asks if you as an individual member are doing your utmost to help direct the purchasing power of the consumers of this country. Are you asking your municipal authorities to buy "Made-in-Canada" goods? Are you making the same request to the purchasing departments of the various organizations and firms with which you are connected?

"The Executive Council also asks if you are concentrating your own buying power on the Canadian market? Are your purchases helping to keep the staffs of other factories busy? If you do not, will your own staff be kept busy? If you buy imported goods unnecessarily, can you ask other Canadians to buy your goods?

"Are you watching your purchasing department and checking closely what it buys in the way of equipment, machinery, tools and supplies? Are they domestic or imported, or, has the foreign engineer or salesman told your purchasing department what it should buy? Are you living in a "Made-in-Canada" house, or, have you been influenced by foreign architects and salesmen to live in a "Made-in-any-other-country-but-Canada" house? Do the members of your family spend their "Made-in-Canada" money in Canada, or, do they make buying trips elsewhere?

"And then, your own personal purchases—what about them? Remember, that your neighbors are watching where you buy what you need for your factory, your home and yourself. They will follow your example.

"The Executive Council respectfully makes the above suggestions in the hope

that every member of the Association will do all he can to direct the hundreds of millions of dollars worth of purchasing power of this country towards the consumption of goods "Made-in-Canada" by Canadians."

Toronto Purchasing Agents Hold Annual Meeting

THE Toronto Association of National Purchasing Agents, a branch of the National Purchasing Agents Association, which embraces practically all of Canada and the United States, held their second annual meeting on March 10th, in the Board of Trade lunch room. The following officers were elected for the coming year: President, Walter F. Dodd, Canadian Kodak Co.; vice-pres., W. K. McGuffie, Sheet Metal Products Co.; secretary, G. P. Beswick, Boynton & Williams; treasurer, R. M. Sedgwick, Standard Chemical Co. The executive committee has the following members: J. A. Fraser, Gutta Percha & Rubber Co.; F. J. Lucas, Purdy-Mansell, Limited; E. B. Ross, Dunlop Tire & Rubber Goods Co.

Tentative arrangements were made for holding the second annual convention of the Canadian Purchasing Agents Association in the King Edward Hotel, on Saturday, May 14th. The four Canadian branches of the National Purchasing Agents Association, Montreal, Toronto, Ottawa and Hamilton will co-operate, and a most representative convention is assured. The convention will occupy the entire day.

The morning session, after the usual formalities are dispensed with, will be taken up with a discussion on the advisability of forming a Canadian Association, by formally uniting in one Association the four branches as above, at the same time continuing the affiliation with the parent organization in the United States. In the afternoon, subjects of interest to all purchasing agents will be covered by experts on the various phases of commercial life.

The evening session will consist of a dinner, and if the present plans are carried out, one of the most enjoyable, interesting and instructive sessions possible will be held. The headquarters for the convention will be the King Edward Hotel, and the morning and afternoon sessions will probably be held in the Pompeian room or the banquet hall.

Membership Standing of Association

ON March 2nd a bulletin was issued to the membership giving information about the present standing of the membership of the Association and emphasizing the great desirability of increasing it to a point where the Association could be said to reach all the manufacturers of Canada.

Last year was the most successful year in the history of the C.M.A. so far as increase in membership was concerned. 662 applications were accepted and 131 resignations. No resignation was due to dissatisfaction with the the policies or services of the Association but to such causes as liquidation, ceasing manufacturing, etc. This gave a net gain last year of 531 members. The second most successful year was 1901, when the net gain in membership was 485, and the third most successful was 1905 when the net gain was 328.

From May 1st, 1920, the beginning of the Association's fiscal year, to January 15th, 1921, the membership work of the Association showed the following: Applications, 238; resignations, 143; net gain, 95. The reasons given for the above resignations are classified as follows: Out of business, 41; not manufacturing, 20; amalgamations, 19; arrears, 33; deceased, 3; no reason, 2; financial difficulties, 4; additional representatives dropped, 21. Total, 143.

In only two years has the Association's membership suffered a net loss, namely, 1908, which showed a net loss of 4, and 1916 which showed a net loss of 78. The net loss in both cases, it may be observed, occurred in a year when there was a serious trade depression.

As might be expected, membership work is difficult this year owing to the present trade depression. It is essential, therefore, that the Association should put forth every effort to retain its old members and to secure new ones.

Alberta Chairman Speaks at Luncheon

MADE-IN-CANADA was the keynote of one of the largest gatherings ever held by the Edmonton Board of Trade on March 8th. The manufacturers of the city, headed by C. G. Robson, chairman Alberta Branch, C.M.A., had charge of the meeting, which took the form of a luncheon, with a made-in-Edmonton menu. Nearly 350 manufacturers and business men attended.

The principal speaker was Mr. Robson, who advanced many facts and figures to show the importance of buying made-in-Canada goods.

"There is a crisis in our Dominion at the present time," he said. "It calls for true patriotism by every Canadian. The outward signs of this crisis are lessening exports; increasing imports; depreciation in currency when compared with the American dollar; factories idle or working on part time only; labor unemployed."

Mr. Robson then dealt with the evil of unemployment and urged that everything possible should be done to keep the laboring men fully employed. Referring to antipathy towards the East, he said that the way to get rid of this anti pathy was to develop industry west of the Great Lakes. In this connection he referred to the fact that in 1918 there were 1,422 manufacturing establishments in Saskatchewan alone, while in 1920 out of a total membership of 4,124, the Canadian Manufacturers Association had almost a thousand members west of the Great Lakes.

Mr. Robson was followed by James McCaig, head of the publicity department of Alberta, who spoke on dairy and kindred interests, and by Harry Parrish, who referred to the importance of the meat industry.

The Association Opposes 8-Hour Day Bill

IN connection with the introduction in the Ontario Legislature by a private labor member of a bill providing for the establishment of an eight-hour day, the Association has enumerated the following reasons why the legislation is in every way detrimental to the best interests of the community:

1. The United States has not adopted and is not likely to adopt such legislation, so that its adoption in Canada would be intolerable.
2. Canada is trying to attract foreign capital and an eight-hour day law would frighten foreign capital away.
3. As proved in France and Denmark, it would lessen production, and therefore,
4. It would increase the cost of living.
5. It would be impossible of universal application in a country with so many seasonal industries such as lumbering, etc.
6. As it could not and would not apply to agriculture, it would increase the drift from country into town.
7. It is, in effect, a movement for higher pay, not for shorter hours.

The present Bill, known as the Maximum Work Hour Day Act, contains the following provisions:

1. The normal work day shall be eight hours.
2. The normal week shall be forty-four hours.
3. All industries, trades, etc. are included, except agriculture.
4. Exceptions are made in the case of foremen, watchmen, nurses, etc., also in the case of machinery breakdowns and emergencies generally.
5. Systematic overtime shall be illegal except in emergencies when the limit is ten consecutive hours.
6. Penalty in case of infraction by employer or employee—$1,000.00 or six months' imprisonment.

The Tour of the Manufacturing Cities of Western Ontario

The Second C.M.A. Party Visits Windsor, Chatham, London, St. Thomas and Woodstock

WINDSOR, in the cold, gray dawn of March 1st, was the beginning of the second tour of Ontario's industrial centres; but the coldness and grayness were soon dispelled by a good breakfast provided by the Border Cities Chamber of Commerce at the Windsor Club. Here the visitors were met by a number of local manufacturers and, after a short time spent in getting acquainted, were taken for a motor ride through the industrial districts of the Border Cities.

A stop was made at the plant of the Dominion Forge & Stamping Company, Limited, where, under the guidance of Pearson Wells of that company, the party were able to see the drop-forging process in operation. Following this inspection they returned along the river-front to be entertained at luncheon by the Ford Motor Company of Canada, Limited.

The Ford Luncheon.

W. L. MacGregor of the Ideal Fence & Spring Company, Limited, was chairman at the luncheon, and after an address of welcome introduced J. R. Shaw, second vice-president of the C.M.A., as the first speaker. Mr. Shaw outlined briefly the objects of the series of tours; too many people, he said, were of the opinion that the C.M.A. was a Toronto organization. It was not a Toronto organization any more than a Vancouver or Halifax organization, or any less; it was a national organization engaged in constructive work.

After referring to the services that the C.M.A. could render to its members, Mr. Shaw made a determined appeal for a united front to defend the present fiscal system.

Pearson Wells, of the Dominion Forge & Stamping Company, speaking next, explained that, though there was not a branch of the C.M.A. in the Border Cities, the manufacturers branch of the Chamber of Commerce was doing practically the same work, and they greatly desired to keep in touch with all C.M.A. activities. T. F. Monypenny, of the Imperial Paint & Varnish Company; J. F. MacKay, of the John Morrow Screw & Nut Company, and H. Macdonald, legal secretary of the C.M.A., also spoke. The latter described the work covered in his own department with especial reference to the Workmen's Compensation Act, the Eight-hour Day Bill and matter of taxation.

At the close of the luncheon the visitors were shown through the factory and power plant, where they saw all the processes employed in turning out the Ford. Two hundred and twenty-five cars a day are now being completed. To those who had not been through the plant before, the smoothly-running production system was a revelation of what can be done by organization and discipline.

Visit to Chatham.

The next day the party travelled to Chatham where they were met by the Board of Trade and taken to their rooms for a luncheon. The president, George Wands, welcomed the visitors on behalf of the Board of Trade, and F. H. Briscoe, mayor of Chatham, extended the welcome of the city. F. Biette, manager of the Standard Bank, and J. Elwood, who was the chief mover in establishing a model system of industrial relations in Chatham, testified to the great community spirit that animated all citizens there. A very witty speech was given by N. H. Stevens, of the Canada Flour Mills Company, Chatham's oldest manufacturer, who drew upon his store of reminiscences for illustrations of the enterprising spirit that has changed an unimportant village into a leading industrial centre. J. R. Shaw, also in a reminiscent vein, spoke of the great opportunities within the grasp of young men of the present day as compared with the era previous to Canada's industrial development, when so many were forced to emigrate to the United States to make a living. After speeches by W. M. Gray, of the Gray-Dort Motors, Limited, and J. F. Mackay, a vote of thanks, moved by J. D. Kennedy of the Wilson Canadian Company, and seconded by Jas. Innes of the Sutherland, Innes Company, was presented to the Ladies' Assisting Society, who had served the excellent luncheon. A further feature about the luncheon was that, with one or two exceptions, all the viands served were products of Chatham manufacturers.

A short drive through the city followed, during which C. Glock conducted the party through the large wagon factory of the International Harvester Company. A visit was also paid to the handsome new club house which the Gray-Dort Company have just opened for their employees. There was unfortunately no time for more than a hurried inspection of the building, though the cheerful fireplace in the entrance hall tempted one to linger, and the party moved on to London.

The morning of March 3rd was spent in driving through London and inspecting the plants of some leading manufacturing concerns. The temporary plant of the Ruggles Motor Truck Company was first visited and then their new home which will shortly be occupied. The latter is a model of modern factory construction. Large and airy, lighted by huge windows, it combines ideal working conditions with efficiency of design. Next door is an equally fine example of an up-to-date factory, the plant of the McCormick Manufacturing Company, Limited. It is well named the "Sunshine Factory," and everyone admired the manner in which the many confections are handled and packed. The last plant to be visited was the foundry of the McClary Manufacturing Company, another of London's pioneer industries.

St. Thomas Entertainment.

A lunch at St. Thomas was the next item on the programme and the business men of the town, to the number of about eighty-five, turned out to the meeting in the Grand Central Hotel. After addresses of welcome from A. E. Horton, president of the Board of Trade, and F. L. Brinkman, the mayor, John R. Shaw discussed the tariff situation, advocating the formation of a permanent tariff commission to advise the Government on necessary changes in the tariff. "The Canadian Manufacturers Association is not in politics," he said, "and has never contributed one dollar to the funds of any political party. But the tariff is a matter which vitally affects all manufacturing interests, and we claim that it should be taken out of politics altogether."

Arthur White, of the George White & Sons Company, Limited, extended fra-



A New London Industry

Plant of the Ruggles Motor Truck Company, Limited, Visited by Party Number 2.

ternal greetings from the manufacturers in London to those in St. Thomas and issued a general invitation for them to return with the party to London. The meeting closed with speeches by T. F. Monypenny, H. Macdonald and W. J. Murray, of the Chapman Double Ball Bearing Company of Canada, Limited. A visit to the Monarch Knitting Mills and a rapid tour through the city completed the entertainment.

Banquet at London.

The party, augmented now by some St. Thomas representatives, returned to enjoy a banquet provided by the London Chamber of Commerce at the Tecumseh House. A. W. White was chairman, and, after introducing Alderman John Bridge, president of the Chamber of Commerce, who made a short speech of welcome, he called upon J. S. McKinnon, president of the C.M.A., to speak for the visitors. It was fortunate that Mr. McKinnon had been able to join the party at this time, as the morning papers had carried accounts of the attack on the C.M.A. made by J. J. Morrison, U.F.O. organizer, at a meeting in Peterborough. "Mr. Morrison calls the Canadian Manufacturers Association the 'One Big Union,'" said Mr. McKinnon. "He said it was the most powerful organization in Canada, and added to this statement a strong appeal for class consciousness among the farmers. When this Association is classed as 'One Big Union,' we have to ask ourselves what this means. As you all know the 'One Big Union' showed itself in Winnipeg, and there it set itself to upset law and order and to wreck the constitution. We emphatically resent a statement in which such an analogy is drawn. The 'One Big Union' at Winnipeg was an organization which sought to overthrow the law of the country in an unconstitutional way. Its methods were those of destruction. Our policy is one of construction."

Mr. McKinnon also dealt with the necessity of a protective policy and made a strong appeal to Canadians to unite on the basis of a common nationality and buy goods made in Canada. The same subjects were also dealt with by Mr. Shaw, who characterized the protective policy as "the keystone of Confederation."

Appeals to Younger Members.

Col. W. M. Gartshore, of the McClary Manufacturing Company, addressed his remarks particularly to the younger members, urging them to take a greater interest in the Association. Other speakers were: A. E. Horton, of St. Thomas; G. R. Taggart, United States Consul, and R. R. Hart, of S. R. Hart & Co., Toronto.

Next morning the party arrived at Woodstock for the final visit of the tour. They were conducted first to the large plant of the Canada Furniture Manufacturers and shown the ingenious woodworking machines in use there. The modern department store of E. J. Cole was inspected, and later the visitors were shown a compact and serviceable electric generator which the Canadian Linderman Company are putting on the market. After being taken through the Bain Wagon Works and the Sterling Textile Company's mill, they returned to the Armouries where a luncheon was served by the Havelock Chapter of the I.O.D.E. E. A. Rea and Mack Paul delivered addresses of welcome on behalf of the Board of Trade and the city. Mr. McKinnon again spoke of J. J. Morrison's attacks as unjust and uncalled for. He sketched the growth of the C.M.A. and dealt with the exchange situation, quoting statistics of exports and imports to back up his appeal for union to support home industries. T. F. Moneypenny, who followed, described the work carried on by the different departments of the C.M.A., and urged that members make wider use of the facilities at their disposal. He gave instances from his own experience of large sums of money that had been saved by handing over problems to experts on the C.M.A. staff.

R. M. Ball, president of the Woodstock Manufacturers Association, told of the history and work of his organization, and W. J. Murray and H. Macdonald made short speeches. After an enthusiastic vote of thanks to the ladies of the I.O.D.E. for serving the luncheon the meeting closed.

All members of the party are satisfied that the tour was a decided success. For them it was a unique experience of the activity and the community spirit which are building up the industrial centres of Western Ontario, and the princely hospitality which was shown them everywhere will always be gratefully remembered. For the manufacturers in the cities visited the tour had the desired effect of creating a more personal link with the Association.

Party No. 3 Visits Eastern Ontario

Successful Tour Made of Industrial Centres of Brockville, Kingston, Belleville, Peterborough and Oshawa

BROCKVILLE was the first industrial centre to be visited by Touring Party No. 3, which set off from Toronto on Monday, March 7. On arrival at this St. Lawrence River city, the party were met by a delegation of local manufacturers, headed by W. A. Lewis, president of the Board of Trade, and conducted on a tour of local industries in a fleet of automobiles, most of which were brand-new Brockville-built "Briscoes."

The first plant to be inspected was the splendid new fireproof factory of Machinery and Foundries, Limited, the first erection on the Board of Trade's extensive tract of land secured for industrial purposes. This industry, manufacturing pumps, pulleys and other lines, has only just got started and the plant is a model in every respect. From here, the party were whirled over to the Wolthausen Hat Corporation, where the mysteries of hat manufacture were illustrated and explained by Messrs. F. and F. D. Wolthausen.

A brief inspection of the premises of the Canadian Briscoe Motor Car Co. followed, the processes involved in assembling this popular make of car being surveyed. Then came a very interesting visit to the big condensed milk plant of the Laing Produce and Storage Co., formerly a brewery, where hundreds of cases of milk, mainly for the export trade, are prepared and shipped daily. Here were seen some truly marvellous machines for manufacturing, filling and packing the cans automatically.

The St. Lawrence Engine Company's plant was next in line. This company's principal product is a gas engine in various designs and sizes for motor and power boats. Then followed a rapid inspection of the Brockville works of the Canada Foundries & Forgings, Limited, where almost innumerable lines of hardware are being turned out on a large scale. Finally a visit was paid to the plant of the Office Furniture and Supplies Co. Here some fine examples of office furniture were examined and admired.

The evening's entertainment took the form of a dinner tendered to the visitors at the Grand Central Hotel by the Brockville Board of Trade. Mr. Lewis presided and prominent among those present were Mayor Dobbie, Hon. George P. Graham, W. H. Shapley, R. L. McIntyre, Elmer Davis and T. J. Storey. In opening, Mr. Lewis extended a hearty welcome to the visitors, hoped that the visit would prove mutually beneficial and expressed regret that it had not been possible to see all Brockville's industries.

W. H. Shapley, on behalf of the C.M.A., told in detail of the organization, its departments and its work and stressed its national character. He concluded with an appeal for a better understanding between Ontario and Quebec. He was followed by R. L. McIntyre, who dealt with accident prevention and also emphasized the value of the Association's services to its membership. A fine speech was next delivered by Elmer Davis, Kingston, who spoke in an optimistic vein of the business outlook and further dealt with the needs of Eastern Ontario in the matter of power.

Hon. George P. Graham declared that he had become a manufacturer out of local pride and urged the Association to inform the public more fully on its work. The C.M.A. was for the betterment of

conditions and the public should be told of its true functions. Mr. Graham was quite outspoken in his support of a tariff.

Other speakers were T. J. Storey, Brockville; F. D. Vandusen, Brockville, and C. E. Macdonald, International Nickel Co., Toronto.

The Visit to Kingston.

Kingston's welcome on the morning of March 8th was tendered by Mayor H. C. Nickle and J. M. Campbell, president Kingston Board of Trade. Accompanied by several of the local manufacturers, the party visited in turn the plants of the Canadian Locomotive Co., the Collingwood Shipbuilding Co., and the Canada Cutlery Co. At the locomotive works, the whole of the interesting process of engine manufacture was witnessed, some of the operations being most spectacular in character. The company have built 1,687 engines in the sixty-four years of their existence. At the shipbuilding plant near by, one of the big freighters being built for the Canadian Government Merchant Marine was seen, almost ready for launching, on the stocks. The visit to the cutlery works proved interesting. This is a new industry and Mr. Eaton, its promoter, showed the visitors how knives are made and presented each with a Kingston-made jack-knife as sample and souvenir.

A civic luncheon, presided over by Mayor Nickle, took place at the Frontenac Club at one o'clock. Among the aldermen present were Col. Kent, W. H. Craig, Noble Stacey, R. D. Rogers and Mr. Stroud. Major-General Sir Archibald Macdonnell, Commandant of the Royal Military College, was also a guest. The speech-making was short, as time was limited, but appropriate remarks, in response to the civic welcome, were made by Messrs. Shapley and McIntyre.

Following the luncheon, the party was motored out to the Royal Military College, where an hour was spent in inspecting this interesting establishment. Wonderful models of the trench systems in France were shown and squads of cadets went through gymnastic exercises with astonishing agility.

The Belleville Programme.

Arriving at Belleville at 6 p.m., the party were welcomed by W. C. Springer, W. B. Deacon and other local manufacturers and taken to the Hotel Quinte. Here all dined informally, afterwards proceeding to the handsome quarters of the Belleville Chamber of Commerce where a meeting was held, with W. H. Shapley presiding. Speeches on this occasion were numerous and a good deal of useful ground was covered. The chairman struck the keynote with an introductory address on the work of the Association and was followed, on behalf of the visitors, by Messrs. McIntyre, Anthes, Murray, Gillies, Craick and McIntosh. Interspersed were speeches by such well-known local men as Col. Ponton, W. B. Deacon and John Elliott, president of the Associated Boards of Trade of Ontario.

On the morning of Wednesday, March 9, a tour was made of several Belleville industries, including the plants of the Springer Lock Mfg. Co., the Marsh Engineering Co., the Steel Co. of Canada and the Wood Valve Company, all of which proved intensely interesting. At noon, the visiting manufacturers were guests at luncheon of the Belleville Lion's Club, a new organization blessed with a great deal of jovial enthusiasm and good fellowship.

Our Branch Chairmen for 1920-21



W. A. Richardson

Chairman, Peterborough, Ont., Branch

MR. RICHARDSON, who is now managing director of the Peterborough Canoe Company, Limited, has been with that firm throughout his business career, which began twenty-one years ago, when he entered their services as office boy. The business was then small, the only other member of the office staff being the general manager, and less than twenty-five hands being on the pay-roll.

The growth of the Peterborough Canoe Company has been accompanied by Mr. Richardson's advancement. In 1908 he became a shareholder and was appointed secretary. In 1909, on the death of Colonel James Z. Rogers, founder of the business, he was promoted to his present post of managing director. He has not been actively engaged in any other business nor in municipal politics, but he has given the benefit of his experience to the local Board of Trade and to the C.M.A.

Fine Peterborough Meeting.

Before reaching Peterborough on Wednesday afternoon, the party was reinforced by the addition of the president, the general manager and the legal secretary and with this reinforcement were able to face with confidence the splendid gathering of Peterborough manufacturers who assembled for dinner at the Empress Hotel at 7.30 p.m. W. A. Richardson, chairman Peterborough Branch, presided and did the honors of the occasion most felicitously. A pleasing opening ceremony was the presentation to Mr. McKinnon of a mammoth key, which he was assured would let him and his followers into any industry in the city.

Stability is Needed.

The president, after thanking the Peterborough members for their fine hospitality, delivered a splendid speech, embracing a great many aspects of the present business situation. He declared that what was most needed just now was stability and, in order to maintain stability, he urged that the country be preserved from the turmoil of a general election for at least eighteen months. He presented figures to show that the present Canadian tariff was very moderate and added that the tendency all over the world was towards higher tariffs. Further, he wanted to see business with the United States on a dollar-for-dollar basis.

Mr. Walsh next presented a number of interesting figures about the Association, and told in some detail of the work that was being done by the various departments. He was followed by Mr. Macdonald, who dealt more particularly with the work of the legal department. Short addresses were also made by Messrs. Shapley, McIntyre and Anthes, while E. G. Patterson and W. R. Breyfogle spoke briefly on behalf of the Peterborough manufacturers. A toast to the chairman concluded the proceedings.

Owing to limited time on Thursday morning, the party were split into four groups. One group was taken to the Canadian General Electric Co.'s plant; a second to that of the De Laval Co.; a third to Canadian Woollens, and a fourth to the Quaker Oats Co. Luncheon was served at 11.30 and the party entrained for Oshawa at noon.

The Visit to Oshawa.

A large delegation of Oshawa manufacturers, with G. W. McLaughlin at their head, welcomed the visitors on their arrival at this progressive industrial centre. A programme of factory inspection was at once commenced, the first plant to be visited being that of the Robson Leather Co. Then followed in rapid succession the fine new plant of the Pedlar People and the extensive premises of General Motors Corporation, in both of which a great deal of automobile work was in progress. The process of taking off the "heat" at the big plant of Fittings Limited, was watched with great interest and the visits ended with a trip through the plant of the Williams Piano Co.

There was a splendid turnout of Oshawa business men at a dinner tend-



The Key to the Industries of Peterborough

Presented to President J. S. McKinnon on behalf of the manufacturers of the city by W. A. Richardson, chairman of the Peterborough Branch, on the occasion of the visit of Party No. 3 to Peterborough. The key, which was made by the Peterborough Lock Mfg. Co., is about two feet long and bears on the reverse side the word "Welcome"

ered the visitors by the Board of Trade at Walsh's Banquet Parlor at 6 p.m. F. J. Bailes, president of the Board, presided, and the proceedings were greatly enlivened by the singing of a song of welcome by George Henley, into which the names of all the visitors were cleverly interwoven. Mr. McKinnon spoke again dealing particularly with trade and the tariff. Short speeches were also delivered by Messrs. Macdonald, Shapley and McIntyre and the meeting broke up at 8.15 p.m., in order to enable the visitors to catch the train for Toronto.

Excursion to the Niagara Peninsula

Enthusiastic Meetings in Niagara Falls, Welland, St Catharines and Hamilton Complete the C.M.A. Series of Ontario Tours

ALMOST forty members represented the C.M.A. on the fourth tour of Ontario industrial centres, which covered the cities of Niagara Falls, Welland, St. Catharines and Hamilton. On the morning of March 14th the party left Toronto and, reinforced by a delegation of Hamilton manufacturers, arrived in Niagara Falls about noon. A reception committee, consisting of the mayor, H. P. Stephens, E. T. Pollard, Pollard Manufacturing Company; Mr. Mallum, chairman of the Niagara Falls Chamber of Commerce; M. R. Meldrum, Herbert Morris Crane & Hoist Company, Limited, and W. W. Blew, Spirella Company of Canada, Limited, met the visitors at the station and escorted them to the Clifton Inn, where a luncheon was served.

Niagara Falls Meeting

After the luncheon visitors and local manufacturers got together in a general meeting and addresses of welcome were delivered by Mr. Mallum and Mayor Stephens. The latter spoke of the favorable position of Niagara Falls with its immense power resources attracting manufacturers and the fertile soil that yielded magnificent returns to the fruit-growers of the peninsula.

Thomas Roden, Roden Brothers, Limited, Hon. Treasurer C.M.A., who headed the party, pointed out the necessity for co-operation between industry and the Government. There was never a time when organization for a sane direction of public affairs was more urgently needed than it was at present, he declared. The part played by the C.M.A. in assisting Canadian industry was an illustration of what could be done by proper organization. Mr. Roden described the work being carried on by the various departments of the Association for the assistance of manufacturing interests.

Labor Legislation

J. E. Walsh, general manager, C.M.A., urged manufacturers of Niagara Falls to take an active interest in the Association's work. He also dealt with the growth of the C.M.A. from its formation in 1872 to the present time. He was followed by Sam Harris, Harris Lithographing Company, Limited, who gave an account of the work done in connection with labor legislation at the Washington Conference. E. H. Jones, Canadian Yale & Towne, Limited, St. Catharines, also spoke of labor legislation, with particular reference to the burden placed on industry by the unfair operation of the Workmen's Compensation Act. R. L. McIntyre told what the Industrial Accident Prevention Association was doing to make this burden lighter and stated that a reorganization of that body was under way and would bring about more efficient work. H. Macdonald, legal secretary, C.M.A., spoke last, describing the work handled by his department.

A trip was then made to the generating station of the Electrical Development Company, taken over by the Hydro-Electric Power Commission last December. The plant is admirably adapted for sightseeing and the party saw everything of interest from the generators on the ground floor to the monster turbines one hundred and fifty feet below the earth's surface. They were then motored back to the Clifton where an informal evening was spent.

Visit to Welland

On Tuesday morning Welland was visited and members of the Board of Trade made the delegation welcome at the Welland Club. The morning was occupied in driving around the city and inspecting some of the factories to which it owes its prosperity. The plants of Canada Foundries & Forgings, Limited, and the Empire Cotton Mills were seen. Welland is experiencing fairly good industrial conditions, though the plants are not all running full time. The work on the Welland Ship Canal and the Hydro development relieve the unemployment situation.

At noon the party reassembled in the Welland Club for luncheon and were tendered an official welcome by J. C. Diffen, mayor of Welland, and Mark Vaughan, president of the Board of Trade. B. J. McCormick, Canada Foundries & Forgings, Limited, also greeted them on behalf of the local manufacturers, speaking of the good done by such tours in cementing business friendships.

"The productive and distributive machinery of commence," said Mr. McCormick, "is so evenly balanced that all industry prospers or suffers together. Canadian industry is as well organized as industry in any other country in the world, and sometimes I think it is over-organized, because we have created multiple organizations in trades, as well as in zones or communities. It has become a habit that when we find existing conditions do not please us, instead of trying to find out how we can add to what we already have, in order to serve the needs that are newly determined, we immediately set our brains to work to organize a new opposing force.

Strength of Centralization

"In this way we have pyramided organizations, and in this process of pyramiding we have overlooked, on many occasions, an opportunity to tie together these innumerable units, all good in their way, for dealing with national and international affairs.

"No local trade organization, no matter how strong or how well organized, can possibly exercise an influence in a national or international sense, such as can be exercised by one great federation, properly organized and representative of all.

"A trade organization, strong and virile in its own industry, meets and considers its own requirements and decides that certain action should be taken by public authorities in province or nation. It proceeds immediately through its own committees to appeal for what it needs; it has not yet learned to come to this central federation re-

ferred to, and ask that their problem be studied by business generally, and that business generally concede, approve of and demand a remedy. The result is that what is gained by this independent action is often but a minor part of what is petitioned for, and that part is most always the result of a negotiated compromise.

"The only way in which national affairs can be directed for the good of the public—and what is good for the public is always good for business—is by representation, where the minds of men not directly affected are brought to bear upon the question. Such minds can form and give consent to a method of operation and finally convince the authorities, as well as the public, that there is merit in the suggestion, and that this demand should be met.

"Never was there a day in the history of Canada when it was so necessary that right influences should be exerted and that right decisions should be made. There never was a time when the Canadian Manufacturers Association were so entitled to the thanks as well as the support of each unit in each industry doing business within the borders of Canada, for their recent efforts to clarify conflicting situations and to bring about wise and equitable legislation."

In conclusion, the speaker made a strong appeal for business men to take an interest in legislation and co-operate with the C.M.A. in its efforts to adjust Canadian business affairs.

Greater Publicity Advocated

L. B. Duff, editor of the *Welland Tribune-Telegraph*, advocated a greater use of publicity. The opponents of the manufacturers were organized and were getting their case before the public while the manufacturers were not. Mr. Roden followed, and Mr. Walsh replied to Mr. Duff's complaint about publicity.

George H. Douglas, Thornton & Douglas, Limited, Hamilton, addressed the gathering on the subject of taxation. Recent legislation in this matter, such as the excess profits tax, was, he said, unsound, since it was based upon profits and confiscated the means which should go towards the expansion of business. It was not fair that the man who ran his business efficiently and made a success of it should be penalized, while the man who was a failure contributed nothing to the country's revenues. He recommended a tax of one per cent. on all business, and the abolishment of the present income tax on corporations.

Mr. Macdonald then dealt with the subject of taxation from his experience in the legal department, and briefly reviewed other pieces of legislation affecting industry. The guests then indicated their assent to a vote of thanks, moved by Messrs. Harris and McIntyre, by giving three cheers and a tiger for the hospitable Board of Trade of Welland, following which they were driven to the station and took the car for St. Catharines.

At three o'clock in the afternoon the club rooms of the St. Catharines Chamber of Commerce were reached and a large representation of local manufacturers had motors in readiness for a tour of their charming city. Before the tour, E. R. Jones, Canadian Yale & Towne Company, presented the visitors with pocket screwdrivers as a souvenir of his firm.

Tour of St. Catharines

The McKinnon Columbus Chain plant was then visited, where the machines that fashion and weld the chains fascinated everyone by their almost human ingenuity. From the McKinnon plant the visitors were taken to see the industrial and residential sections of the city, returning to the club rooms for a get-together meeting with the local business men.

E. C. Graves, president of the Chamber of Commerce, welcomed the party on behalf of that body and said that St. Catharines, a city adapted to manufacturing purposes by excellent labor and living conditions, appreciated the present visit of manufacturers from other cities. His welcome was reinforced by Mayor Lovelace, speaking for the citizens of St. Catharines. Mr. Roden then outlined the objects of the tours that the C.M.A. had organized. C. G. McGhie, Welland Vale Manufacturing Company, Limited, said that the services which the C.M.A. placed at the disposal of members were not sufficiently utilized. He also spoke of the tax legislation which was making the securing of new capital almost impossible, as investors now preferred to place their money in non-taxable securities.

Mr. Douglas also reviewed the question of taxation and suggested remedies for the present evils. Colonel Hatch, Canada Steel Goods Company, Hamilton; W. A. McKinnon, of the McKinnon Industries; J. E. Walsh and Sam Harris also spoke of various phases of the Association's work.

At the close of the meeting a banquet was served in the dining-room of the Welland Hotel. Then the delegation left for Hamilton, a downpour of rain not damping their spirits or their pleasant memories of St. Catharines' hospitality.

At Hamilton, on Wednesday, March 16, after an inspection of the International Harvester Company's enormous works, the trip was brought to a close by a luncheon at the Royal Connaught Hotel. Mr. Douglas was chairman here, and his address of welcome was followed by one from G. C. Coppley, mayor of Hamilton, who made a strong appeal for co-operation between employers and employees.

The President's Speech

J. S. McKinnon, president, C.M.A., voiced his appreciation of the splendid reception that had been given the party. He spoke of the need for business men to take an interest in matters of legislation that affected industry, mentioning Mr. Coppley who had retired from business and was devoting his energies to municipal affairs. The president then spoke of the importance of industry to the country as shown by the taxes paid by manufacturing and agricultural classes respectively. The bulk of the country's revenue came from the former class.

Speeches by Messrs. Walsh, Roden, Stewart and McIntyre concluded the programme. The party then left for their homes well satisfied with the success of the tours and the courteous receptions accorded them at every city visited.



Visited by Number Four Party

Generating Station of Electrical Development Company at Niagara Falls, now part of the Hydro-Electric System

Farmers and Manufacturers Fraternize at Gathering in Vancouver

Friendly Greetings Interchanged Between Chairman of B.C. Division, C.M.A., and Officers of United Farmers of B.C. at Luncheon Tendered the Farmers

This is an account of a function on the Pacific Coast which it affords us much pleasure to publish. The United Farmers of British Columbia were holding their annual convention in Vancouver, when a happy thought struck the manufacturers,—they would invite the farmers to a luncheon. The two bodies came together and here are some of the pleasant things that were said on the occasion.—The Editor.

ONE of the most pleasant features of the annual meeting of the United Farmers of British Columbia, held in Vancouver on February 22nd, 23rd and 24th, was the tendering to the visiting delegates by the Manufacturers' Bureau of the Vancouver Board of Trade of a complimentary luncheon. At this gathering manufacturers and agriculturists sat down together on the friendliest possible footing and enjoyed an hour or more of agreeable social intercourse. Speeches delivered on the occasion were most felicitous in tone, and altogether much benefit was derived from the interchange of views.

Some idea of the tone of the meeting may be gathered from the following extracts from the speeches. K. O. Copeland, president of the United Farmers of British Columbia, said among other things:—

"I want to tell you that I have had visions of such a get-together meeting as this for some time past, hoping that some day there would be a better understanding between the manufacturers and the producers. That is why I am so pleased to be here."

* * *

"I just want to tell you how pleased we farmers are, how proud we are of this magnificent City of Vancouver."

"Tickled to Death."

"I am tickled to death with this movement. There is just one thing that I think in this town they might very usefully have had a rider added to—'Home-made Goods'—I thing you should have added 'Home-grown Goods.' If we are ever going to accomplish anything as a people in this province, we must get together along these lines."

* * *

"To my mind, co-operation is the only solution for us, not only in the Province of British Columbia, but in this fair Dominion of Canada. We must get together as farmers and manufacturers."

* * *

"I want that fairly understood—as farmers. We want to make this Province of British Columbia the banner province of the Dominion."

* * *

W. F. Laidman, Kelowna, a leader in the farmers' organization, said:—

"This gathering, I think, ladies and gentlemen, is unique, when you see the farmers and manufacturers sitting down together on such a good occasion as this for the first time.

"Before I go further I would like to refer to a statement of my friend, Mr. Malkin, in speaking to you just now. A farmer was coming over on the boat to this convention, and a friend of Mr. Malkin's was talking to him. The farmer said he was coming over to the convention, and the other gentleman said, 'Well, I see the manufacturers are going to entertain the farmers,' and the farmer replied, 'Oh, well, we know what they want.' Now, we were asked to speak straight, and I want to assure our worthy chairman and Mr. Malkin (and I know I am speaking on behalf of the whole of the farmers here present) that we are not here in that spirit. (Hear, hear.) We are here in the spirit that we are invited, and may good come of it." (Hear, hear.)

* * *

"I believe that such gatherings as this, of men representing different branches of industry, is the proper form to bring about an equitable and proper market for everyone. We have had a great deal of experience in that in the fruit industry. When our fruit was placed upon the market indiscriminately, what was the result? Chaos. Can you wonder at it. You cannot altogether blame the merchants, ladies and gentlemen, if you will sit down and think out the situation."

* * *

"Now I must not take up any more time. But I do hope that this will not be the last occasion when we shall see the merchants and the farmers together. Let us put our problems up to each other, and if you merchants will do that you will assist the farmers in carrying on and in making the farm what it should be, not what it has been up to now, merely an occupation, but help to make it a commercial undertaking." (Applause.)

Get Together Spirit Needed.

E. W. Neale, Cowichan, Vancouver Island, another prominent member of the United Farmers of British Columbia, said:—

"I am not going to pass any opinion on the relations which exist between the industries and agriculture in other portions of Canada except to say this, that I believe a lot of the situation that exists to-day, and it is an unfortunate situation, that situation exists and is largely due to lack of the getting together spirit, a lack of that very spirit which we here are exhibiting to-day."

* * *

"I believe very strongly in the destiny of British Columbia. I think every one will agree that British Columbia is destined to become one of the greatest industrial countries of the world, and that Vancouver is going to become one of the great ports of the world. We have here the raw material. We have the climate, and that only is a priceless asset. We have open ports the year round. But, Mr. Chairman, if British Columbia is to become a great province industrially, it must also be a great province agriculturally. The two go hand in hand. Prosperous agriculture means good markets for the manufacturer, and prosperous industry means good markets for the farmer."

Used to be a Farmer.

Speaking on behalf of the manufacturers, Jas. B. Thomson, chairman British Columbia Division, Canadian Manufacturers Association, said:—

"I feel that I am talking to friends because, personally, the younger days of my life were spent upon the farm. It will be thirty-one years this year since I came to this province from Scotland, and went with my parents to reside on a farm at Ladners. Subsequently, we moved to a farm on Vancouver Island, which is to-day operated by my brother, so that I have always a very close connection with the farmer, and, through my early life-work, I know pretty well the hardships and the hours of toil which he has to put in.

"To-day I have been asked to speak to you on the patronizing of home industries, and I presume there is no question but this includes the agricultural industry, which is the largest of any industry in Canada. A great load of responsibility has been placed upon the shoulders of all industrial life, including that of the agricultural department of national life. We see that greater production is necessary. We are informed by some that to-day we are suffering from over-production. This is entirely a mistaken theory. What Canada suffers from is under-production and under-con-

sumption, under-consumption of our home products.

"Prior to August, 1914, conditions in the world were what one might term normal, that is as far as trade and commerce were concerned. We produced and sold our products in common with other nations on the markets of the world, taking from them in return as payment products which we were requiring which they were able to supply, possibly not directly through the interchange of the commodity, but by that which represented an exchange because it furnished us with money, that is money backed by a gold reserve with which we could go to other nations and obtain anything we required which they had to sell.

Effect of the War.

"Our standard of living, as you might say, was, therefore, gauged according to our ability to produce a surplus which we could market to other nations and allow us to enjoy from the proceeds obtained the fruits of our labors. The law of supply and demand has at all times governed the price of a commodity, and still continues to do so. The war cloud descended in 1914, and in common with other nations, Canada had to turn her attention to the outfitting of an army and to provide for that army the necessary supplies both in munitions and other materials to keep her in the field, it being a recognized fact that the army which could supply the greatest destructive force in the field of battle would be the ultimate victor. Therefore, the energy of the industrial life of Canada was directed, as far as possible, to that end in common with our other Allies.

Inflation of Currency.

"Demand was far greater than the supply, and, therefore, as happens when any commodity is so urgently in demand, cost of production is not considered to be an important factor. It is getting the commodity which is so urgently required and an absolute necessity at the moment. This created in all countries an increase in the apparent money or wealth of the country by what you might term mortgaging the future and making payment in the shape of promises to pay rather than in the old-time standard of payment, that of money which had behind it a gold sufficiency to make such money have a secure value as formerly existed. Our Government and our banks willingly accepted this money at its face value. This increase of money is very much greater than the average person is aware. It is interesting to note that prior to the war the paper money in circulation in the world amounted to about seven and a half billion dollars. It steadily increased until last year it had reached the enormous sum of eighty-one and a half billion, and that did not include the paper money of Russia, which is credited to be at the end of 1917 by statists, somewhere in the neighborhood of thirty-four billion.

"This great influx of money was distributed amongst the citizens of our country who were left at home, busily engaged in the production of materials referred to, and with the result of so much money being in circulation, people became very extravagant, and money was spent very freely for all commodities which would tend to the further enjoyment of life without thought being given as to whether they could be economically afforded or not. We found great demand for all classes of expensive wearing apparel, house furnishings, automobiles for pleasure, etc., etc., and those engaged in other forms of industry than were actually required for war purposes were taxed to meet the demand so that plants



James B. Thomson

Chairman B.C. Division, C.M.A. who Spoke for the Manufacturers at the Get-Together Luncheon.

were increased, and as quickly as goods could be turned out they were absorbed by the public, both here, in Great Britain and in the United States.

"When the Armistice was signed it was felt by many that prices would immediately be lower as the demand would cease. This condition did prevail for a short period, but with the return of the army to civil life, many of the men having back pay to draw, war bonuses, grants, pension money and civil service re-establishment funds, they, too, joined the ranks of the spenders, and money was spent as freely as formerly only with even greater impetus. Plants were overtaxed to meet the demand, and so prices advanced, and until about midsummer of last year, despite the warning of our leaders in Government and our financiers, the bankers, the lavish expenditure by the public continued.

"If you will recollect, our bankers' statement at the end of 1919 showed our position as a nation. We were all jubilant at the fact that our exports were three hundred million odd greater than our imports, but the bankers made a close analysis of our financial situation, even with such a surplus as indicated, and found we were not in a sound position. Our annual interest charges payable outside of Canada to other nations amounted to one hundred and twenty-five million. Added to this were payments for freight charges, which were paid out of the country, payments for insurance, so that when those amounts were totalled our bankers showed us that we were a debtor for the year to the extent of between thirty to forty million.

Nations Could not Buy.

"The public turned a deaf ear to the warning. We still kept on producing, but early in 1920 it was quite apparent that what was being produced could not be absorbed by other nations from the fact that some of them were not producing as during the pre-war period, and, therefore, were not able to absorb from ourselves, Great Britain or the United States the commodities which had been their custom during peace times. Russia and Continental Europe, as I have already shown, had an enormous issue of paper money, but had neither the gold nor the products behind it to make it of value, so it became the duty of the bankers, both here, in Great Britain and the United States to stop production at this extravagant cost, especially when the commodity could not be absorbed, unless by further issuing of paper currency, which had the effect of making our position daily unsafer. We pursued the policy still of extravagant expenditure as was evidenced at the end of 1920 by our trade returns. Look at our increased imports from Great Britain. In 1919 they were eighty-one million. In 1920 the amount has risen to two hundred and twenty-six million dollars. Our imports had increased so that we imported from the United States four hundred million more than we exported to them. They had increased their trade in selling us 34 per cent. Our exports had decreased. The products of the farm, such as flour and meat, had decreased in the neighborhood of fifty million. Do you wonder, with such a condition as this, that the adverse rate of exchange reached as high as 17½ per cent. between ourselves and our neighbors to the south?

Money Left Country.

"The public had expended their money, the greater proportion of which had gone, as already evidenced by the figures I have quoted, out of our own country, leaving us so much poorer with our heavy war indebtedness still unpaid, and heavy interest charges accruing on the Victory Bonds of our own people who had invested their money, and also to holders of those securities who were not our own citizens, and here again the bankers at their annual meeting made it perfectly

(*Continued on page* 94.)

Transportation Department

General Enquiry into Freight Rates in Canada to Commence this Month—Progress being made with revision of Canadian Freight Classification—The Manifest Fee

THE Board of Railway Commissioners intend to open their hearings in connection with the general investigation *re* equalization of eastern and western freight rates, at Vancouver on April 7th, to be followed by hearings at the following places on the dates mentioned:

City Hall, Victoria, B.C., April 11th.
City Hall, Calgary, Alta., April 18th.
Court House, Edmonton, Alta., April 20th.
City Hall, Saskatoon, Sask., April 21st.
City Hall, Regina, Sack., April 22nd.
City Hall, Brandon, Man., April 23rd.
City Hall, Winnipeg, Man., April 25th.

The British Columbia Government have retained Mr. G. G. McGeer to act as counsel for the purpose of presenting the case of British Columbia; Mr. Symington and Mr. McDonald are acting for the Manitoba and Saskatchewan Governments.

Following the hearings in the West, it is expected that the Board will hold hearings possibly in the Maritime Provinces followed by hearings in Ontario and Quebec.

The Division secretaries of the Association located at Vancouver, Winnipeg, Amherst and Montreal, are being kept advised of any matters pertaining to this question, so that interested members who desire to secure information may do so, either through the Division secretaries or direct from the Transportation Department of the Head Office.

Proposed Classification No. 17

The special committee appointed to deal with the question of revising the Canadian Freight Classification have held five meetings since early in February, and have been able to make considerable progress in connection with this question.

The rules were given very careful consideration and in a number of cases revisions made from the proposals outlined in No. 17, as originally drafted. The revised rules have been forwarded to all boards of trade, as well as individuals who subscribe to the Canadian Freight Classification. There is one rule which it was considered difficult to satisfactorily adjust, for the reason that the views in regard thereto were not unanimous and the question has therefore been placed before the Board of Railway Commissioners so that evidence may be submitted in regard thereto and the Board render a decision as to what rule shall apply in connection therewith. This particular rule is that covering mixed carloads which is at present covered by Rule 2, Classification No. 16. In the original draft of proposed No. 17, Rule 7 was suggested, but the committee decided to substitute therefor the rule shown under the revised regulations as No. 10. Details in regard to these rules are outlined in our circular No. 300, which has recently been sent out.

In addition to the rules, the committee has also conducted several hearings with groups of manufacturers and others interested in the following commodities:

Agricultural implements and parts thereof.
Furniture.
Acids.
Soda products.
Lime (calcium).
Iron and Steel articles.
Wire Fencing.

In regard to agricultural implements, the question of carload rating is now before the committee for decision. In connection with furniture, a very satisfactory adjustment was made, the committee agreeing that 4th class at 14,000 lbs. should govern the general run of household furniture. Satisfactory arrangements were also made in connection with the acids, soda products and lime (calcium.) The iron and steel interests were not prepared to proceed with their case and the committee arranged for a postponement until they have had an opportunity of getting together for the purpose of determining just what action should be taken.

The committee found it necessary to postpone further conferences until some time in May or June, owing to the fact that a number of its members found it necessary to be absent, appearing before the Board of Railway Commissioners in the West in connection with the general inquiry into freight rates. However, as soon as the committee reconvenes various organizations and groups of interested manufacturers and others will be called upon to appear before the committee for the purpose of discussing the proposals outlined in No. 17. It is therefore urged that all interested manufacturers should immediately study this question very carefully, as is suggested in our circular No. 300.

The Board of Railway Commissioners have set the revised rules down for hearing at the different sittings to take place in Western Canada beginning at Vancouver on April 7th. These hearings are particularly for the purpose of hearing evidence on the question of the mixed carload rule.

Proposed Supplement 16, re-numbered Supplement 15

The Board of Railway Commissioners, by Order 30811, dated Ottawa, March 22nd, authorized the Canadian Freight Association to publish proposed Supplement 16, re-numbered 15. It is expected this will take effect on or about the first of May. Certain agricultural implement manufacturers protested against certain items in this Supplement at a hearing before the Board on March 15th, but in view of the fact that the Board did not consider any actual increases were being made in the various items, they allowed the item to remain in the Supplement.

This Supplement contains a number of changes constituting reductions as well as advances of interest to members of the Association, advice of which has been submitted heretofore and the matter fully discussed. It would be well, however, for interested members to study carefully the changes outlined in this Supplement when it is eventually distributed.

Manifest Fee

It will be remembered that the railway companies, effective November 1st last, published an item providing that a charge of 11c. per shipment would be made against all shipments imported into Canada. The railway companies claimed this charge was being made because of the fact that their agents had to make out manifests at border points and ports of import, and that such service constituted a charge for which they were not receiving proper compensation. At the time no such charge was published to take effect on business moving through ports located west of Fort William. Later on, the Michigan Central Railway cancelled the arrangement in Eastern Canada, which affected both the Niagara and Detroit frontier ports.

The Transportation Department of the Association entered a protest in January, after securing considerable evidence from interested members as to the effect of this charge, on the grounds that it was discriminatory and unreasonable, the stand being taken that the service had been performed by the carriers under requirement of the Customs Act for a great number of years, and that therefore the service was a part of the transportation of the goods, and any charge was included in the freight rate. This is very clearly borne out by the fact that the railway companies in their various applications for increase in freight rates included all costs which entered into the transportation of the traffic. As this was one of the costs included, naturally any increase granted considered such a cost. The question of discrimination was clearly obvious, because in the west no such charge was being made, whereas the same service was being performed.

The Canadian Freight Association, on behalf of the railway companies, under date of Mar. 14th, 1921, wrote the Board of Railway Commissioners stating that the charge would be cancelled effective on March 14th, but that this cancellation was not due to any complaints made to the Board of Railway Commissioners, and further that a charge for this service would be established by the carriers at a later date, after they had an opportunity of determining the actual

(*Concluded on page 92.*)

Tariff Department Bulletin

Important Excise Tax Rulings which should be carefully noted by Manufacturers—Board of Customs Decisions and Departmental Rulings

Board of Customs Decisions

Vegetable parchment paper, per sample submitted, declared to be dutiable under tariff item 197 at the rate of 25 per cent. under the general tariff.

Printed examination booklets, per sample, known as International Intelligence Tests, declared to be dutiable under tariff item 181, at the rate of 35 per cent. under the general tariff.

Departmental Rulings

Sheet steel, cut in circular form, to be rated as "sheet" when 30 inches and over in diameter. Sheet steel circles less than 30 inches in diameter to be rated under tariff item 454. This line of demarcation applies also to aluminum, copper, brass, zinc and other metal circles.

Steel tanks, glass enamelled lined, per illustration, ruled to be dutiable under tariff item 454, less than 50 per cent. of the metallic surface thereof being enamelled. The rate of duty under item 454 is 30 per cent. general tariff.

In cases where raw leaf tobacco is transferred IN BOND from Customs to Excise warehouse, the sales tax is only payable when ex-warehoused for duty.

Excise Tax Rulings

Confectionery—Candy. — The Department of Customs and Inland Revenue has ruled that candy, packed in pails and retailing at one cent (1c.) each, is subject to the payment of Manufacturers tax.

Candy Sold at Retail by Manufacturers. —The Department of Customs and Inland Revenue has issued instructions that the Manufacturers and Sales tax on candy sold at retail by candy manufacturers, is to be computed in the following manner:

1. On the average retail selling price—unless the manufacturer has a distinct separation of his manufacturing and retail business.

2. If the manufacturer has a distinct separation of his manufacturing and retail business—but does not sell to other retail merchants, the taxes shall be assessed upon the value of the candy sold from his manufacturing department to his retail department, and such value shall not be less than 60 per cent. of the price at which the candy would be sold at retail.

3. If the manufacturer has a distinct separation of his manufacturing and retail business—and also conducts a *bona fide* business of selling his product to other retailers—the Excise taxes on sales to the consumer shall be assessed upon the same prices as charged for similar goods to other retailers. (Note: A manufacturer who only makes occasional sales to other retailers will not be regarded as conducting a *bona fide* business of selling to retailers. The taxes on all sales from his manufacturing to retail branch will, therefore, be assessed under the provisions of Section 2, above.)

For the purpose of this regulation, a manufacturer shall be considered to have his manufacturing and retail departments separated provided that he keeps the following records:

(*a*) Record of all candy made by him, showing quantity and kind.

(*b*) Record of all sales to his retail department of candy made by him, showing quantity and kind.

(*c*) Record of all sales to other retailers together with copies of invoices of these sales.

Dyers.—The Department of Customs and Inland Revenue has had under further consideration, the question of the application of Sales tax in cases where material is supplied for the purpose of being dyed, the goods remaining the property of the person or firm placing the order therefor.

The decision has been reached that the dyeing of such goods constitutes a manufacturing process, and that, therefore, the Sales tax is collectible at the rate of 1 per cent. on the net invoice price charged to the person or firm furnishing the goods, as above stated, if such person or firm are licensed as manufacturers or wholesalers. The Sales tax is collectible at the rate of 2 per cent. if the material is dyed for persons or firms who are retailers or consumers.

If the consumer of worn or used clothing or material sends same to a dyer to be dyed, Sales tax does not apply by reason of the fact that the goods are not for resale by the owner.

The process of sponging by dyers or other concerns is regarded as being a taxable transaction when performed on materials for resale by dealers.

This decision becomes effective on and after the 11th February, 1921.

Timber, Poles and Pulp Wood.—The following rulings have been issued by the Department of Customs and Inland Revenue:

Timber, poles or pulp wood *unprocessed*, cut on areas, being farm lands, are not subject to Sales tax when sold by the *bona fide* farmer or settler owner of such lands.

Farmers or settlers cutting forest products, as above mentioned, on areas, not being their own farm lands, must collect Sales tax when selling such products.

Contractors, jobbers or dealers, cutting forest products on owned or leased limits or areas, or purchasing these products from farmers or settlers, must collect Sales tax on their sale of such products.

Lumber or paper companies must collect Sales tax on products or materials sold by them.

The Sales tax, when exigible in the foregoing instances, is collectible by the vendor, and must be remitted by him to the Crown, through the nearest Collector of Inland Revenue.

It has been brought to the attention of the Department that lumber companies are not paying the Sales tax to the vendor, but are, in some instances, remitting the tax payable on their purchases to collectors. The tax must be collected and remitted, in the manner prescribed in the Act, viz.:

"The tax shall be payable by the purchaser to the wholesaler or manufacturer, at the time of such sale, and by the wholesaler or manufacturer, to His Majesty in accordance with such regulations as may be prescribed."

Processed products, being manufactured articles or materials, are subject to Sales tax when sold by manufacturers, wholesalers, or jobbers.

Raw Leaf Tobacco.—The following instructions have been issued by the Department of Customs and Inland Revenue concerning the application of the Sales tax on raw leaf tobacco:

The sale of Canadian raw leaf tobacco by the producer, or cultivator, to a packer, or licensed manufacturer, is not subject to payment of Sales tax at the rate of 1 per cent.

The sale of Canadian raw leaf tobacco by a packer, to another packer, cultivator, wholesaler, or licensed manufacturer, is subject to payment of Sales tax at the rate of 1 per cent., to be computed upon the net selling price of the tobacco. When said tobacco is ex-warehoused for consumption (use) by the licensed manufacturer, such manufacturer must pay Sales tax of 1 per cent. upon the amount of excise duty then being paid.

When a tobacco or cigar manufacturer sells raw leaf tobacco, in bond, to another manufacturer, the vendor will collect from the purchaser, Sales tax at the rate of 1 per cent. upon the net invoice price of the tobacco. The purchaser, when ex-warehousing such raw leaf tobacco for consumption (use) in his factory, is required to pay Sales tax, at the rate of 1 per cent. upon the amount of excise duty then being paid.

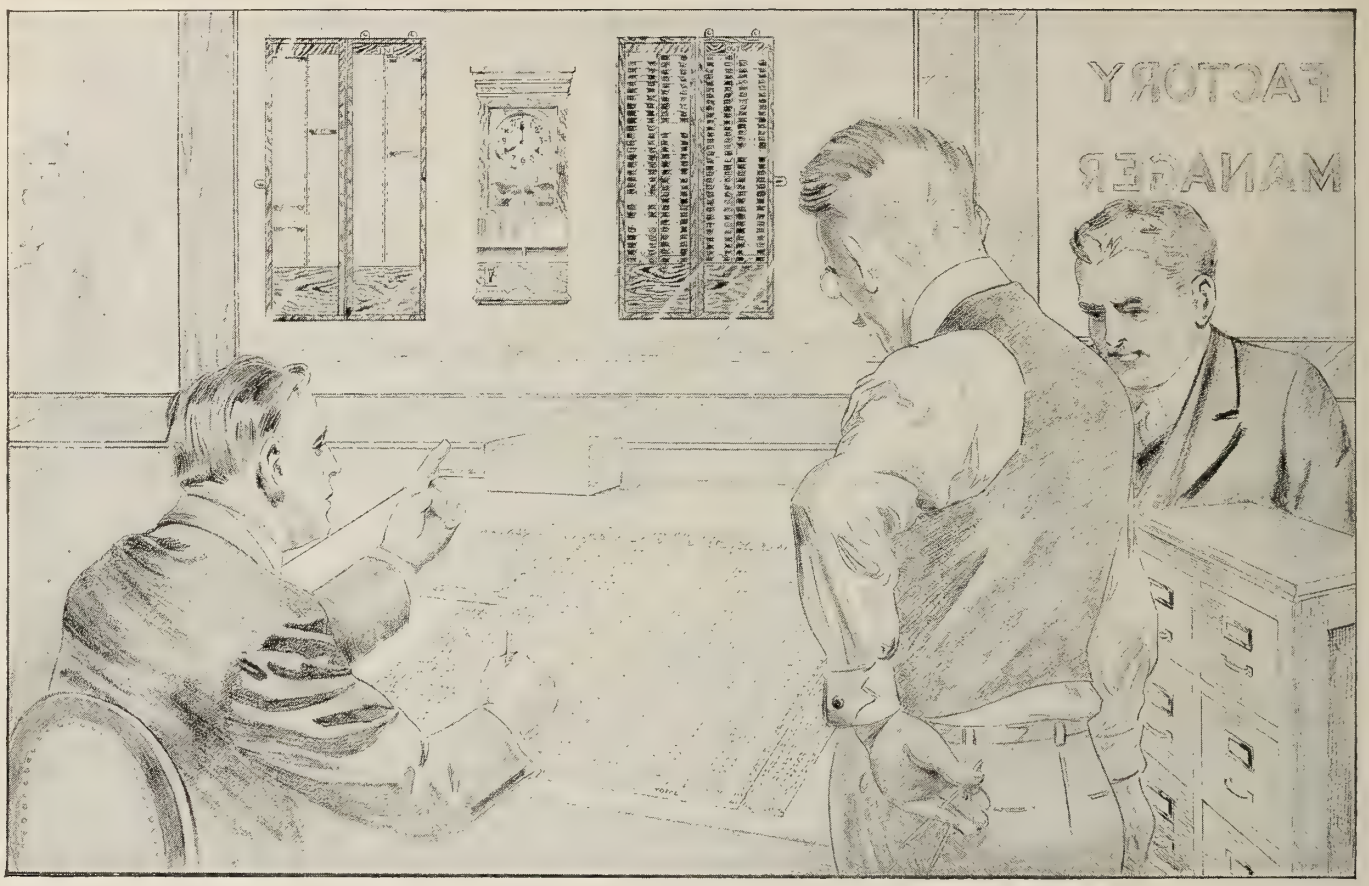
When Canadian raw leaf tobacco is purchased by a tobacco or cigar manufacturer from a cultivator, or when foreign raw leaf tobacco is imported by a manufacturer, the Sales tax is payable by the manufacturer at the rate of 1 per cent., when such tobacco is ex-warehoused for consumption or use in the manufactory, the tax being computed upon the *duty paid value* of the tobacco.

Ship's Stores. — Regulations regarding the exemption from Sales tax and excise duty on goods for use as ships' stores have been issued by the Department of Customs and Inland Revenue. Full particulars of these regulations may be obtained from the Department of Customs and Inland Revenue, from any Collector of Inland Revenue or from the Tariff Department of this Association.

Domestic spirits, tobacco, cigars, playing cards and matches may be delivered from the distillery or place of manufacture,

(*Continued on page* 92.)

INTERNATIONAL



Jones is a Punctual Worker *but*— Is Jones a Productive Worker?

The Factory Manager who is up-to-date will tell you at a glance. He uses Job Time Clock Records

International Job Time Recorders afford the most accurate means of accounting for every employee's time and of showing you to what job it is charged.

They show the starting time of each job. They show the stopping time of each job. They tell whose time and how much time has been put into a specific job. The record is printed, legible, accurate—there is no research; there are no questions, no disputes.

Oldest and Only Made in Canada

As pioneers in the Time Recording Industry we have advanced from a very simple beginning. To-day we are the largest manufacturers in the world of payroll and job time recording equipment. Our products are everywhere accepted as the best word in time recording equipment. They are made in Canada.

MINUTE FOR MINUTE, YOUR TIME INVESTMENT IS ACCOUNTED FOR AND PROTECTED

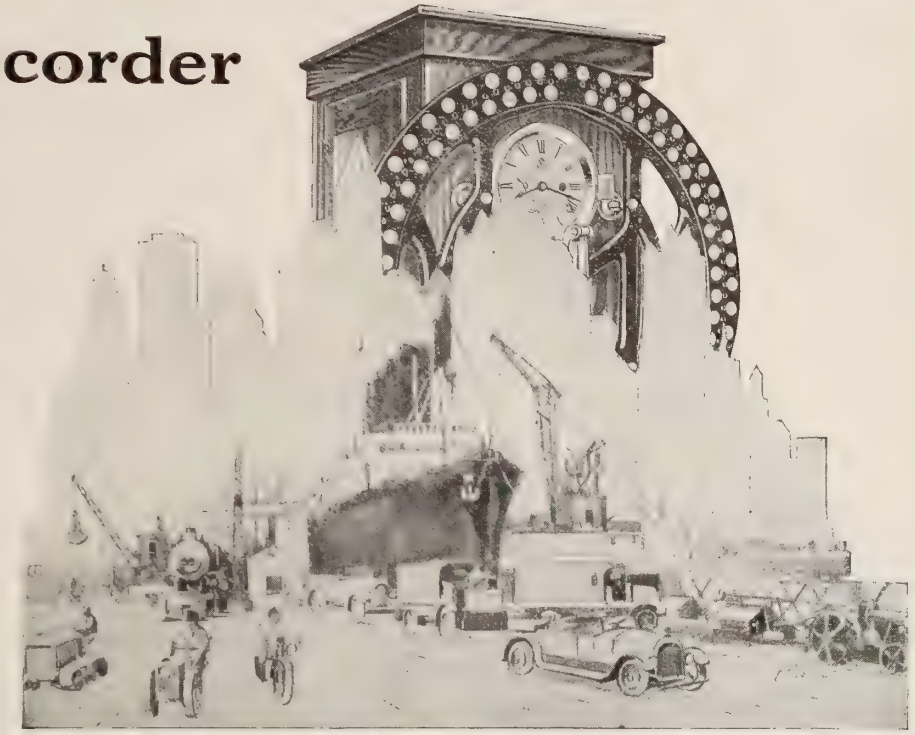
The illustration above shows how the modern, efficient factory manager is enabled to check his "Job" time with his "In and Out" time. The International Time Recorder records show in an instant the total of non-productive time in any department in any week or month.

NON-PRODUCTIVE TIME MEANS A PAYROLL LEAK—STOP IT!

TIME RECORDERS

The Dial Recorder

gives a complete, compact story of the arrivals and departures of your employees. Payroll sheets under lock and key. The accountant's hands, only, touch the record.



Study Your Payroll Leaks—There is Profit in It

Do you know what FIVE MINUTES A DAY, on an average, lost by each employee, amounts to in a year, nine hours being taken as a day's work? Glance at this:

Rate of Wages	Lost by 1 Employee	By 10	By 20	By 25	By 35	By 40	By 50	By 100
$2.50 per day	$7.25	$72.50	$145.00	$181.25	$253.75	$290.00	$362.50	$725.00
3.00 per day	8.69	86.90	173.80	217.25	304.15	347.60	434.50	869.00
3.50 per day	10.15	101.50	203.00	253.75	355.25	406.00	507.50	1,015.00

The Dial Recorder shows the Original Payroll Entry and registers to the minute the working time of each employee.

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Also manufacturers of International Dayton Scales and International Electric Tabulators and Sorters.

Quarter-Century Jubilee Celebrated

Stanfield's Limited, Truro, N.S., have enjoyed Creditable growth since New Company was formed in 1896

QUITE recently there was celebrated at Truro, N.S., the jubilee of the establishment of Stanfield's Limited, one of the outstanding industries in Canada in the field of woollen manufacturing. The industry has had a long and successful career. It may almost be said to date back to the year, now a century ago, when Charles Stanfield began the manufacture of woollens in Bradford, England. From him, Charles E. Stanfield, founder of the Canadian industry, learned the business thoroughly and, crossing the Atlantic in 1855, located at Tyron, P.E.I., the first woollen mill on the Island. Here he remained eleven years, selling out in 1866 and locating anew in Truro, N.S.

In 1896, when Charles E. Stanfield was getting up in years, he sold out his interest to his sons, John and Frank, who



Hon. John Stanfield

The recently appointed Senator from Nova Scotia and President of Stanfield's, Limited

are to-day the heads of the enterprise. John had learnt the business in his father's mill but had also gone afield for further knowledge, working in woollen mills in Upper Canada and the United States. Frank had devoted his time to the office and sales end of the Stanfield mills.

The new partners had little capital, but they had practical experience and an untouched market for knitted goods of quality. They decided to specialize on knitted goods, and sold the cloth machinery, putting the money obtained into machines for making underwear. At the end of the first year, there were 17 employees, the sales were $24,000 and profits $2,250. Practically all of the first year's profits were put into advertising, and the new firm decided to go in for quality and printers' ink. In the words of the vice-president, "these three words are responsible for our success."

Year after year, production was increased, new buildings were constructed and new machinery installed. The business, under the wise and economical management of John and Frank Stanfield, continued to grow. Bright, young, energetic men were brought into the mills. Every foreman in the Stanfield plant was educated in the mills; they have no importations, promoting their own men, whom they know and trust and whose loyalty has been proved.

From 17 employees in 1896, the payroll grew to 600 in 1920. The capital, which was $1 in 1896 is now $1,250,000. Sales have jumped from $24,000 to $3,100,000 and the number of shareholders has increased from 2 to 782.

Tariff Department

(*Concluded from page* 89.)

free of excise duty and Sales tax, under regulations.

Imported goods, which by customs regulations are permitted to be ex-warehoused free of duty for use as ships' stores will be free of Sales tax also if delivered in accordance with customs regulations.

Domestic articles, which are consumable stores, and the following list of articles, viz.: Biscuits, chocolate, cocoa or cocoa paste, mineral waters (bottled or not), fuel oil, illuminating oil, lubricating oil, kerosene or coal oil over .725 specific gravity, and vinegar, also may be delivered free of Sales tax, under regulations, for use as ships' stores to any vessel bound on an ocean voyage to a port outside of Canada, or to vessels clearing for the deep sea fisheries, seal fisheries, or for delivery to British and foreign warships and telegraph cable ships, for use on such vessels.

Manufacturers' Licenses Abolished: Sales Tax License Only Required.—By regulation of the Department of Customs and Inland Revenue, manufacturers of confectionery, of playing cards, of spirits, beer, wine, etc., will not have to take out a Manufacturers' License for the fiscal year commencing April 1st. Such manufacturers are required to obtain a Sales Tax License only, in addition to any license which may be required under the provisions of the Inland Revenue Act.

Sales Tax Licenses For 1921-1922.—The Sales Tax Licenses issued by the Department of Customs and Inland Revenue last year expired on the 31st of March and must be renewed by all manufacturers, wholesalers or jobbers dealing in goods subject to the Sales tax.

Notices have been sent by the Department of Customs and Inland Revenue to all licensees with a form on which applications for renewal may be made. The Department states that licenses must be renewed not later than April 30.

Status of Provincial Governments in Respect of Sales Tax.—The basis of the application of Sales tax in the case of Provincial Governments, subsidiary departments thereof or institutions in which the Crown is involved, will be as follows:

When such organizations or institutions are under the direct control of the Provincial Government or any Department thereof and do not form separate bodies corporate, Sales tax will not apply. Where such organizations or institutions constitute distinct bodies corporate, Sales tax will apply regardless of the nature of any control which may be exercised by the Crown over such organizations or institutions.

In pursuance of this governing principle each case will be considered on its merits in order to decide in which of the above-mentioned classes the individual case should be placed. It will be necessary to determine in every instance the exact relation which the institution involved bears to the Crown, but in most cases the statutes referring to each institution will settle this point.

Provincial Power Commissions and Provincial Railroad Companies, when forming separate bodies corporate will be subject to the tax.

It has been observed that certain provinces have adopted the use of a rubber stamp the purport of the text of which is that *all* purchases made by the Provincial Government are exempt from Sales tax. The general use of such a stamp is not approved and same cannot be accepted as providing a claim for exemption which must be established in accordance with the governing conditions set forth above.

Transportation Department

(*Concluded from page* 88.)

cost, stating that the cost was a good deal more than 11c. per shipment as formerly in effect.

The Transportation Department of the Association has written to the Board of Railway Commissioners, stating that such a charge should not be allowed to take effect without being given full consideration by the public and having a thorough investigation of the alleged extra charges. Interested members should bear this in mind and keep track of all import shipments so that it will be possible to show actual information in regard to the extent of any charge which might be made.

Rail, Lake and Rail Traffic Accepted on and After April 11, 1921.—The Canadian Pacific Railway have just announced that on and after April 11, 1921, they will accept freight traffic routes "Rail-Lake and Rail" subject to delay at Owen Sound and Port McNicoll First steamer to sail about May 1, 1921.

The nearest approach to absolute reliability in belting performance

Dominion Friction Surface Belting is the result of the combined experience of all our industrial rubber factories. It is the finished product of the finest materials put together with all the skill of the belt-maker's art. The inbuilt strength and pulley-gripping power of

Dominion Friction Surface Belting

make it the most dependable and economical for all drives. Every Dominion Rubber System belt installed means so much power conserved and so much freedom from troubles due to stretch and slip.

It will cost you nothing to have one of our belt experts study your belting problems.

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Our Dominion Hose, Packing and Industrial Rubber Goods are all the Same High Standard as Dominion Friction Surface Belting.

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Montreal	North Bay	Edmonton
Ottawa	Fort William	Calgary
Toronto	Winnipeg	Lethbridge
	Vancouver	Victoria

DOMINION RUBBER SYSTEM PRODUCTS

Belting

Transmission: "Dominion," "Keewatin," "Para."
Conveyor: "Rockproof," "Canadian," "Hiheat"
Elevator: "Dominion," "Rockproof."
Agricultural: "Dominion," "Star."
Grain Elevator: "Metcalf Standard," "Grain King."

Hose

Air: "Kushion Kover," "4810 Airtite," "Star."
Steam: "Indestructible," "Rockproof," "Para."
Water: "Indestructible," "Para," "Kushion Kover," "Star."
Suction: "Para," "Star," "Trade."
Garden: "Canadian," "Dominion,"

Packing

Sheet: "Join-Tite," "Star," "Importers."
Rod: "Cabestos," "Valve-Bestos," "Canadian."
Valves: "Montreal," "Commercial" "Canadian."

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Mats, Matting and Flooring.
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Friction Tape, Splicing Compound.

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
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Farmers and Manufacturers

(*Concluded from page* 87.)

plain that something had to be done, and they also stated the only solution is for us as a people to be more economical and cease extravagance and produce what we require as far as possible in our own country, and see that those are the products upon which the public money is expended.

"Allow me to quote what the bankers said. Sir Herbert Holt in his speech said, 'Only by increasing the sale of Canadian products can we avoid increasing our foreign indebtedness.' E. L. Pease said, 'Is it a wonder we suffer from adverse exchange rates? The only correction is the curtailment of imports, especially of non-essentials.' Sir Edmund Walker said, 'We now import what we should make ourselves. This creates our foreign debts which our exports fail to pay.' If you will take the statement of all the other bankers, you will find they are practically along the same lines. It is quite clear, therefore, that our course of action is clearly outlined for us by those who finance the farmer and the manufacturer. We must endeavor to stimulate the consumption of our goods upon the home market and prevent as far as possible the importation of goods from foreign countries. With this end in view I think the closest co-operation is necessary between those of the agricultural industry and other industries, so that a policy may be worked out which will bring home the truth to all in Canada that it is no longer a matter of sentiment the purchase of Canadian goods, but it is an absolute necessity from an economical standpoint.

"We find if we refer to the happenings of our neighbors to the south that they, by a protective measure, are seeking to keep even the products of our farms out of their country. Are we going to sit back idly and not try to correct the situation on this side of our own people eating the foodstuffs which are grown in the United States, and use the products of the loom and the factory of the United States or other countries, thereby making our financial position harder? I think, gentlemen, that every one of us, when we sit down and consider the situation, must say that the action taken by the Vancouver Board of Trade in inaugurating the campaign in British Columbia to stimulate the sale wherever possible of 'Made in British Columbia' goods, is one which you must all heartily co-operate in. It is not a manufacturers' campaign. It is as much a campaign of the agricultural interests as those of the city manufacturer. The objects and policy of this are fair, square and British. First, to buy as far as possible our requirements from within the Province of British Columbia. Second, if we have requirements which we cannot obtain in British Columbia, either from the field or the plant, let them be of Canadian origin. Third, failing Canada's ability to supply, see that at least we get our requirements from within the Empire."

Pulp and Paper in Quebec

(*Concluded from page* 73.)

school and is about to inaugurate a similar school for forest rangers. Its system of fire protection is being constantly improved.

The private companies are co-operating with the Government in all these measures. They maintain their own fire protection forces and have recently introduced aerial patrol and wireless communication to assist them in the work. The Laurentide Company, Limited, whose headquarters are at Grand' Mere, are pioneers in the work of reforestation, having begun to plant trees as long ago as 1908. They now maintain a nursery covering 4 acres of ground and are planting over a million trees a year, their objective being five million trees, which they hope to achieve in 1924. Other companies are following their example and eventually Quebec expects to develop a system which will ensure a sustained yield of forest products.

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Building Materials
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Coke
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Attractive Prices Prompt Service

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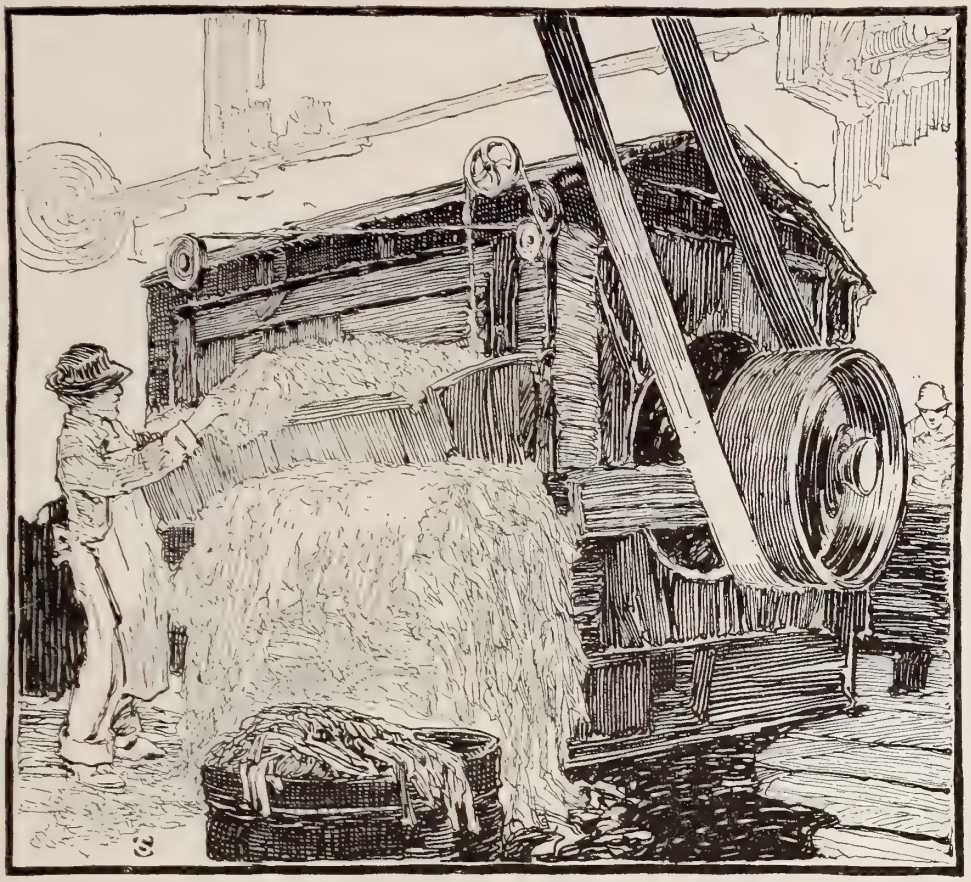
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Producers of Steel Castings

SPECIALTY FOR

Locomotive and Car Maintenance
Shipbuilding and Dredges
Pulp Mills and Hydraulic Machinery
Patterns Made from Blue Prints
Machining Executed When Required
ALL AT LOWEST RATES

PROMPT SHIPMENTS GUARANTEED
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A Fanning Mill or "Thresher" removes all dust and dirt from the rags

No. 2 of a Series

"From Rags to Writing Paper"

The "Thresher"—One of the characteristics of Superfine Linen Record is the absence of specks and blemishes. This is obtained by extreme care in eliminating dirt and all foreign bodies in its early stages of manufacture. Every sheet, even in its finished state, is carefully inspected.

Write for Brochure of manufacturing illustrations—"From Rags to Writing Paper"—sent on request

The Rolland Paper Company, Limited

Makers since 1882 of Superfine Linen Record and other High-Grade Papers

MONTREAL Mills at St. Jerome, P.Q. and Mont Rolland, P.Q.

Romantic History of Quebec

(*Concluded from page* 60.)

capital of $24,894,251 out of a total for Canada of $38,680,581, furnishing employment to 9,746 of the 15,341 hands engaged in the industry in Canada, and producing goods valued at $41,689,124, out of a total Canadian boot and shoe and leather production of $63,319,128.

In the milling of flour Quebec has 428 industries, but mostly of small capacity, having only about twelve and a half million dollars invested in them, out of a total for Canada of $76,411,423 in 1,255 different establishments.

Of abattoir and meat packing establishments Quebec has 15 out of a Canadian total of 82, capitalized at $10,613,712 out of $93,363,791 for the whole Dominion.

Men's furnishing are made in 31 factories out of a total of 84 in Canada.

The province has nine shipbuilding plants representing a capital of $14,423,090, and the marvellous turn-out of ships of various kinds from the Vickers yards in Montreal, and from the shipyards of Levis and Three Rivers were amongst Canada's most important industrial contributions towards the winning of the great war. In this connection, too, the tremendous output of munitions of war by many manufacturing plants in Montreal, Lachine, Quebec, and several other parts of the province are not to be overlooked.

The wonderful undeveloped resources of the soil, the forests, the mines and the waters of the province, and the vast amount of raw material which they contain, coupled with enormous water-powers and a plentiful supply of honest, sane and resourceful labor assure to Quebec an industrial future of ever-increasing prosperity and promise.

Shoe Manufacture in Quebec

(*Concluded from page* 75.)

new second vice-president of the Shoe Manufacturers Association of Canada, and one of its originators and hardest workers in Association affairs.

Herbert Gale, of Gale Bros., Limited, has always taken the deepest interest in the local association, and by reason of his character and fluent command of both languages occupies a very influential place in shoe circles in Quebec and never lags in doing his share of work. Onesime Goulet is another example of the working of the steady-going French-Canadian characteristics. Mr. Goulet is also a pioneer in the business, and has his son with him to follow in his footsteps. Despite the success of local organization in Quebec, the business is highly individualized and we could recount at length some interesting phases of every personality in it, but we may be pardoned for skipping from distinctive shoe manufacturers to Paul Hebert, a glove manufacturer, who so successfully worked out a series of topical verses about shoe manufacturers and sang them to the great delight of their friends and sometimes to their own discomposure. That was at a banquet a year ago. The banquet brings us to a figure who cannot possibly be omitted in any review about the shoe and leather trades in Quebec, Jas. Scott. It is hard to write his name as other than "Jimmy" and everyone who knows him, knows too that that is not disrespect. "Jimmy" Scott is to everyone in Quebec who has seen, smelled, or handled leather or boots and shoes, a "guide, philosopher and friend," and his geniality and courtesy are expansive enough to go entirely outside the boundaries of Quebec and stretch from coast to coast. Anyone who has not heard him lead the crowd in "Allouette" has missed a most inspiring performance.

Both Montreal and Quebec shoe men have shown themselves to be really great hosts and really great mixers in many senses of the word. It is unquestionable that the other trades are on a par with the shoe trade, so that the Canadian Manufacturers Association convention in Quebec in June should be a real get-together in all the best senses of the phrase.

Torrington MACHINE SCREWS

All that is necessary to convince you that *TORRINGTON MACHINE SCREWS* are superior to anything you have had in the past is to write us for samples.

Standard sizes are carried in stock in large quantitiesin, suring you of prompt deliveries and perfect service.

Let us quote you our prices when in the market for machine screws. Our quality is sure to please you and our prices are right.

The Torrington Company, Ltd., Upper Bedford, Que.

A Universal Exhibition

Will be held in Buenos Aires in July, 1922, under patronage of Argentinian President

A Universal Exhibition will be held in Buenos Aires, on July 9, 1922. The Exhibition is officially recognized by the Argentinian Government and is under the patronage of H. E. Dr. Hipolito Qrigoyen, President of the Republic. A site of 500,000 square meters has been given by the Government of the Argentine and the City of Buenos Aires, and pavilions for every nation taking part will be built at the expense of the Society organizing the Exhibition.

The Argentinian Government will give special facilities to foreign exhibitors, to pass their exhibits through the Custom House and an official delegate will be sent to Canada to interview interested manufacturers.

Artistic Color Printing

Rous & Mann, Limited, Publish Reproduction of an Ontario Museum Treasure

The latest example of the artistic color printing done by Rous & Mann, Limited, Toronto, is a reproduction of a terra cotta medallion by Andrea Della Robbia. This plaque, which was modelled about the year 1475, has passed through the hands of many collectors and is now in the possession of the Royal Ontario Museum. It represents a Madonna and Child surrounded by cherubim.

The printers have faithfully reproduced the delicate coloring and a background of dark blue throws the medallion into strong relief. The print is mounted in a folder which is also a good illustration of Rous & Mann's workmanship and design.

Your 1921 Vacation

Where are you going to spend it?

Get away from the beaten paths this year—See for yourself the wonders of your Great West. Broaden your knowledge of Canada.

VANCOUVER
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promises you a vacation that is different—gives you a world of new sights and sounds—offers a trip that is a liberal education in itself.

The Transcontinental Trip—over the great Western Prairies, the world's great granary—across the Canadian Rockies, Nature's rugged grandeur at its best.

A Week in Vancouver—more if possible—every hour packed with interesting sights—beautiful English Bay—sea bathing in the waters of the Pacific—world famous Capilano Canyon, one of Canada's great natural wonders—Stanley Park, 1,000 acres of forest beauty — etc. Trips for every hour that you will never forget—Motoring, Golfing, Hunting, Fishing.

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THE secret of the universal satisfaction given by Diamond Fibre Gears is in the special grade of fibre used in their manufacture. Its dense mixture, high tensile strength, unusual wearing qualities, low cost and slight elasticity make it a wonderfully serviceable gear material.

Diamond Fibre Gears are noiseless. They combine the efficiency and regularity of an all-metal gear-drive with the silent, smooth operation of a belt transmission. In your own interests be sure to specify

DIAMOND FIBRE GEARS

New uses for Diamond Fibre are being discovered daily in the industrial, mechanical and electrical field. Even if you cannot think just now in what possible way Diamond Fibre can interest *you*, let us send you our new illustrated catalog. It is interesting and instructive, and may show you some way in which the use of Diamond Fibre will decrease your production costs and increase your production.

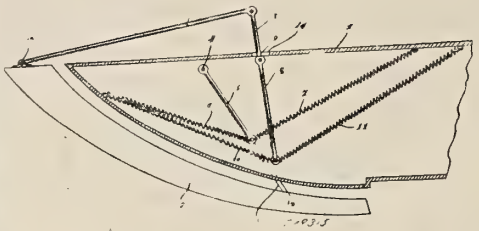
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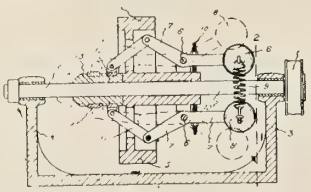
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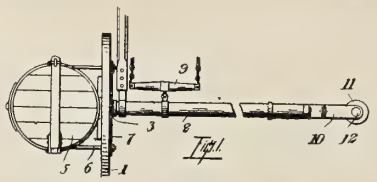
PATENTS FOR SALE

SHOCK ABSORBER. This invention relates to improvements in shock absorbers adapted for use on hydroplanes and the like. When a hydroplane is taking off for a flight, it is well known that the shock of waves on the floats is excessive, causing a considerable amount of jarring, and one of the objects of the present invention is to eliminate such shock. The shock absorber will also be effectively employed when making a landing after a flight, and will eliminate any sudden jar which would otherwise be transmitted to the floats on their contact with the water. Further objects are to simplify the construction of the absorber and render it easily assembled and inspected and repaired when found necessary and to adapt it to function under all circumstances where it may be advantageously employed. Write Wilfred E. Curran, 154 Victoria Street, St. John, N.B., Canada, for information regarding the sale of Canadian patent.





ENGINE GOVERNOR. This invention relates to an engine governor comprising in combination a shaft rotatably mounted in a suitable frame, means for rotating that shaft from the engine it is desired to control, a member secured on the shaft to rotate with it, levers pivotally mounted intermediate of their ends on diametrically opposite sides of that member, each of said levers having a weight secured to one end of it and the other end of each offset from the shaft, means for limiting movement of the weighted ends inward toward the shaft, a spring normally holding the weights at the inner limit of their movement, a member endwise movable on the shaft, links connecting the offset ends of the levers to the endwise movable member, and adjustable means for transmitting endwise movement of the link connected member to actuate the throttle valve of the engine. Write William McGovern, Port Alice, B.C., Canada, who has Canadian patent for sale.

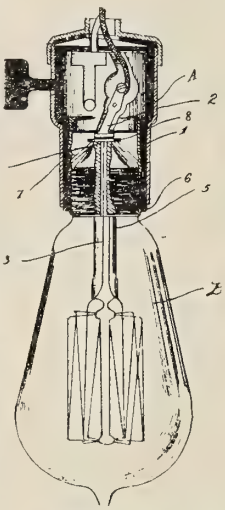


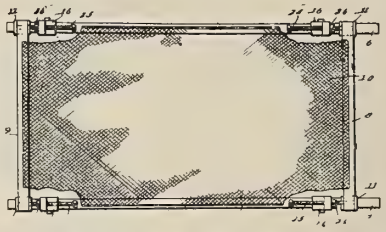
CONCRETE MIXER. This invention relates to a concrete mixer comprising a wheel, a mixing receptacle, a hinged cover for one end, said receptacle being suitably secured to the wheel, a substantially horizontal pole, an axle at one end on which the wheel is mounted, a post pivotally connected to the opposite end of the pole, a tongue secured to the pole between the receptacle and post and a whiffletree also swingably secured to the pole. Canadian patent for sale. Apply Colin Hutchins, Leamington, Ont., Canada.

PENCIL AND PENHOLDER. This invention relates to a pencil and penholder including an inner split sleeve to slidably receive a pencil or penholder and frictionally engage the same for retaining the attachment in position, an outer shell turnable on the said sleeve and spaced therefrom, and a strip between the said sleeve and shell adapted to be wound and unwound, the said shell having an opening to expose the strip and having a pair of parallel longitudinal slots between the ends of said opening, the shell furthermore having longitudinal bars separating the opening from the respective slots, and a third longitudinal bar between the slots, the said strip having its outer end extending through the slots over the intermediate bar and under the other mentioned bars. For particulars regarding the sale of Canadian patent, write John W. Miller, Baker, Minn., U.S.A.



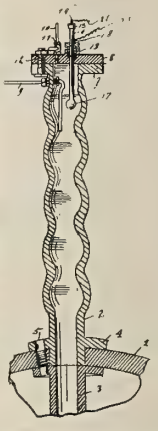
SAFETY LOCKS FOR ELECTRIC BULBS. This invention relates to improvements in safety locks for tungsten and other electric bulbs commonly used on lighting systems. In public places, factories, warehouses, and other places, a considerable number of electric bulbs are misappropriated and the financial loss is considerable, besides which the inconvenience occasioned by the loss, and the loss of time and expense in having to replace the globes is considerable. The principal object of the invention is to lock the lamp within the socket in such a manner that if any one attempts to remove the lamp or bulb, it will become broken and unfit for service. It is also an object to construct this locking feature in a very simple manner, so that it can be applied to standard sockets, and with the bulbs or lamps engaging therewith. For information regarding the sale of Canadian patent, write the inventor, James W. Doward, 40B Main Ave., Exhibition Grds., Halifax, N.S., Canada.





BED SPRING. This invention relates to a bed spring, consisting of the combination with a frame including spaced side apertured rails and end rails, blocks slidably mounted upon the side rails and in which the end rails of the frame are seated, a mattress firmly secured to the respective end rails of the frame, an apertured bracket mounted on the side rails of the frame, a pin extending through the apertures of the bracket and projecting into the apertures of the side rails, and a screw carried by said bracket and having connections with each of the blocks. Write the inventor, Sidney Nash, Box 21, Embro, Ontario, Canada.

BOILER ALARM. This invention pertains to boiler alarms, and it contemplates the provision of a simple, inexpensively installed and reliable apparatus, calculated in the event of the water in a boiler getting dangerously low to apprise the engineer of the fact, so that he can have the boiler supplied with water before any damage takes place. The apparatus is designed more particularly for use on a marine boiler. Canadian and United States patents for sale. Write John J. Hines, P.O. Box 728, Halifax, Nova Scotia, Canada.





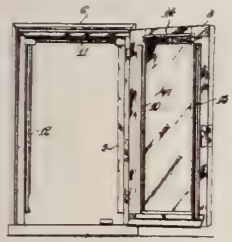
JEWELER'S TOOL CHUCK AND HANDLE. This invention relates to a jeweler's tool chuck comprising an elongated handle having a central bore of uniform diameter throughout its length, said bore opening at one end through the front end of the handle and terminating at its other end in a flat bottom within said handle, a one-piece tubular tool holder received in said bore and of uniform diameter throughout its length with the exception of its ends, said ends being conical, the bore of said tool holder being of different diameter at one end than at the other end to receive tools of different size, said holder having longitudinal slits leading from its centre through its ends and dividing said holder into two sets of jaws, the slits of one end of the holder being staggered with respect to those of the other end to form yielding necks connecting the two sets of jaws, and a tubular cap threaded on the end of said handle and having in its outer end an opening for receiving either conical end of the aforesaid holder to contract the jaws of such end upon the tool, the other jaws then resting squarely against said bottom of the handle bore. Canadian and United States patents for sale. Write Albert F. Robbins, Waltham, Mass., U.S.A.

HAROLD C. SHIPMAN & CO., Patent Attorneys, Ottawa, Canada

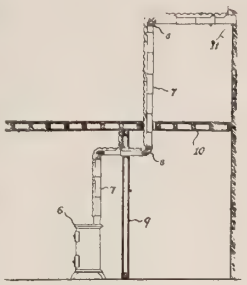
PATENTS FOR SALE—*Continued*



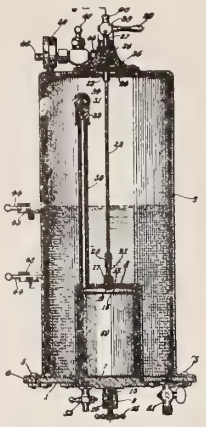
IRONING PAD. This invention relates to a pad for irons, comprising a base, a cover, an anchoring bar permanently securing a portion of said cover to said base, a plurality of superposed sheets arranged on said base and having vertically registering apertures forming pockets for the reception of a block of wax, said pockets being arranged at different elevations whereby a fresh supply of wax is exposed on the removal of an upper sheet, and a fastening means pivoted to the anchoring bar including opposed spring members, whereby the remaining portion of said cover may be detachably secured to the base. The inventor, Hamilton B. Metzger, 125 N. Metcalf St., Lima, Ohio, U.S.A., will furnish information regarding the sale of Canadian patent.



DOOR MECHANISM. This invention relates to improvements in door construction, and consists of a usual door frame, which door frame has moldings around their end to receive moldings secured to the inner side of the door, which moldings fit together and form an air-tight closure. Owing to arises to be formed on the treaded portion of the frame a molding cannot be used there for this purpose. We provide a hingedly connected place which is adapted to fit level with the treaded portion of the frame. Canadian patent for sale. For particulars write Harry B. Lee, P.O. Box 27, Rouleau, Sask., Canada.



AUTOMATIC FIRE ALARMS. This invention relates to automatic fire alarms to be positioned on stove pipes, so that when the stove pipes are overheated the alarm will automatically ring. The objects of the invention are to provide an alarm which can be easily and quickly attached to stove pipes which extend through various rooms, walls, floors, partitions and the like, to provide an automatic fire alarm in which a fuse is carried over the stove pipe and which fuse will be melted when the pipes are overheated (by the breaking of this fuse the alarm will ring), and to provide a simple and effective automatic fire alarm with a fuse therein which can be easily and cheaply replaced. Write the inventor, William Zinger, Swan River, Manitoba, Canada, who has Canadian patent for sale.



GAS MANUFACTURE. This invention relates to an apparatus for producing liquefied gas from distillation or natural gases. These gases contain various hydrocarbon constituents, some of which, such as gasoline or naphtha, are easily liquefiable, that is, they can be liquefied at atmospheric pressure by a moderate refrigeration, or at normal temperatures by moderate pressure, and others of which are much more difficult to liquefy and require either high refrigeration or high pressure or both to effect the liquefaction thereof. Canadian patent for sale. Write the inventor for particulars, Mr. K. F. Linus Wolf, Chicago Heights, Ill., U.S.A.

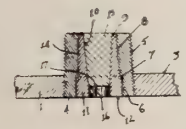
Manufacturers interested in patents should have their names on our Service Dept. mailing list

HAROLD C. SHIPMAN & Co.

PATENTS
TRADE-MARKS. DESIGNS. COPYRIGHTS.

OTTAWA CANADA

Boiler Fusible Plug



This invention, generally considered, aims to provide means for protecting the threads on that end of the thimble, which projects into the water space, to provide novel means for alining one end face of the thimble and one end of the socket with the fire surface of the crown sheet or shell, to provide novel means whereby the thimble may be rotated out of the socket, and to provide a device of the sort above mentioned in which one stamp receiving end face of the mass of fusible metal is shielded and protected against deterioration due to furnace heat. For particulars regarding Canadian and United States patents, write

WILLIAM F. RAY, Samoa, California, U.S.A.

Your Trade Mark is an Asset when Protected

Without protection, anyone can use it!

Don't spend money advertising your mark for someone else's benefit later

Write SHIPMAN, The Patent and Trade Mark Attorney, Ottawa, Canada

Substantial Net Earnings

Abitibi Power & Paper Company, Limited, Makes Good Showing for 1920

Optimistic expectations with respect to the earnings of the Abitibi Power & Paper Co. find complete fulfilment in the statement of the pulp and paper enterprise for the twelve months ended December 31 last, now going forward to shareholders. Net earnings of the period were well in excess of the $5,000,000 mark, the showing in this regard having been made possible through a heavy increase in the company's sales of pulp and paper products, which aggregated in 1920 $10,580,142, an increase of more than $4,500,000 over the 1919 total, representing a gain of over 75 per cent.

The actual figures of $5,043,133 in net earnings were far more than double those of the preceding twelve-monthly period when the total reported was $2,125,717 and over three times those of 1918, which stood at $1,643,653.

After all deductions, including interest charges, depreciation allowances, taxes for 1918 and preferred dividends were made, there remained a balance applicable to the common stock outstanding of $3.613,592 or equal to $14.45 on each of the outstanding no-par-value shares, on which the company presently pays yearly dividends of $6 per share. The showing in this connection was equivalent to over 72 per cent. of the old capitalization compared with slightly over 16 per cent. a year ago, 8.82 per cent. in 1918, and 5.42 per cent. in 1917.

Disbursements amounting to $1,500,000 on the 250,000 common shares outstanding deducted from the balance available, there remained a surplus from the year's highly successful operations of $2,113,592 to add to the previous balance, bringing the amount carried forward into the account of the current year up to the substantial total of $3,688,571.

The balance sheet portion of the statement reflects the heavy capital expenditures made during the year in the effort of the management to increase further the capacity of the mills and the Twin Falls power development. To reimburse the treasury partially for the outlay in connection with these extensions and improvements, the company, it will be recalled, recently sold an issue of $4,000,000 10-year bonds, the effect of which financing, naturally, is not shown in the year's accounts. Lands, timber limits, buildings and new construction are carried in the statement under review at $19,870,405, against $13,820,544 in 1918, an increase of in excess of $6,000,000.

Pulp Mill Project

Negotiations Reported to be Under Way for Large Plant in Northern Ontario

According to a report in the *Toronto Globe*, negotiations are under way for the erection of a large pulp mill on the shore of Lake Temiskaming at Dickson Creek, about half way between Haileybury and New Liskeard.

It is stated that those behind the project have already advanced several thousand dollars for securing the site, and an endeavor is being made to secure assurance from the Township of Bucke that the fixed assessment of the plant shall not exceed $20,000 for a term of twelve years. The plant would use the Hydro-Electric power generated for the mines at Cobalt.

POSITION WANTED

Engineer with first-class certificate wishes to connect with plant requiring to be put on a better basis. In present plant the saving last year was over $10,000, and this year it will be over $20,000. Specialist in fuel. Box 220, INDUSTRIAL CANADA.

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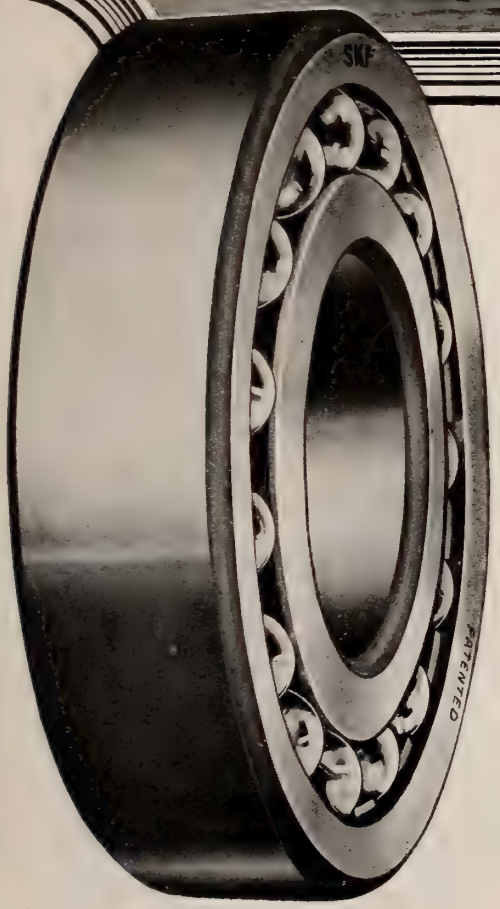
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TORONTO - - - MONTREAL

The Chateau Frontenac

(*Continued from page* 69.)

(Wolfe's) was not fought on the only open ground now left (an absurd place for any general to choose), but nearer Quebec and right across the high ground between the St. Lawrence and the valley of the St. Charles, along the line of the present de Salaberry Street. The site of the second battle (Lévis and Murray in 1760) is admirably marked by the new Avenue des Braves.

(4). Montcalm should not be regarded as defeated as much as a victorious general. He is the only man in history who defeated the British four times. He was a master strategist, like Marshal Foch, though on an immeasurably smaller scale. He divined Wolfe's every purpose and would have anticipated his every move if he had not been thwarted by the foolish Governor, Vaudreuil.

(5). The Daughters of the Empire in Quebec will place crossed British colors on the Wolfe Monument in Westminster Abbey this year, with the following inscription:

Commemorating
Canada in Arms
Beside her Mother Countries
During the Great War.

At the same time they will place crossed French colors on the tomb of Montcalm in the famous Ursuline Chapel in Quebec, with this inscription:

Quatre fois victorieux
Une fois vaincu
Toujours à l'honneur
Des Armes de la France

(6). The story of Nelson's wanting to marry pretty Mary Simpson, daughter of Wolfe's old Provost Sergeant, who lived on the site now occupied by 55 Grande Allée, is true. Nelson was here in 1782, in command of *H.M.S. Albemarle.*

(7). In 1799 the French-Canadian Roman Catholic Bishop of Quebec preached a Thanksgiving sermon after Nelson's Battle of the Nile to show his appreciation of British protection against the Revolution.

Water Power Development

(*Continued from page* 65.)

900 c.f.s., and on the St. Anne River the minimum flow has been increased by 100 c.f.s.

From these three reservoirs, the annual revenue derived is $278,000. The operating expenses are about $20,000 per annum. This revenue will be increased when new developments are made upon

The Government of Quebec has not seen fit to go into the power business itself. It prefers to let private capital and initiative look after public requirements in that line. It has adopted a power policy which gives capital the guarantees it requires, and investments in water powers have been made without taxing the exchequer of the province.

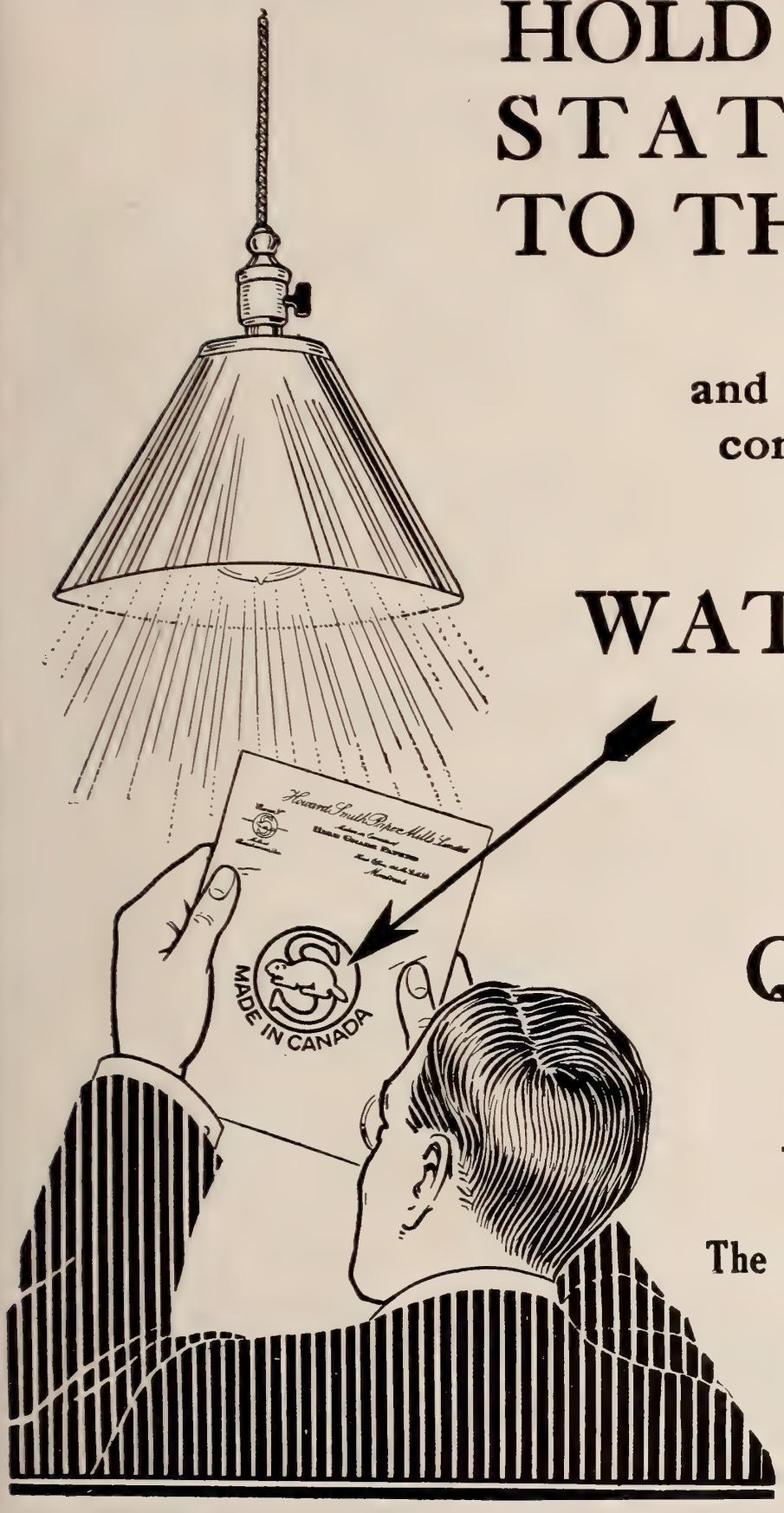
Parliamentary Proceedings

(*Continued from page* 55.)

erecting its protective wall against imports, and this aspect of the situation makes doubly interesting the announcement from Washington that an emergency measure, patterned after or an extension of the Fordney Bill is to be forced through immediately Congress assembles. Sir Henry Drayton, as is the invariable practice of Ministers of Finance, refuses in reply to interpellations, to disclose in advance any features of the Budget or, as yet, to make any announcement as to the date of its delivery, although admitting that it is engaging his attention not only day by day but also by day and night. Those who say that the tariff will be revised before the session ends are in the majority, but should their opinion prove faulty there is no reason why the session should not be completed before the Prime Minister leaves for London to attend the meeting of Prime Ministers of the different parts of the Empire, to be held there in June next.



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and CORNWALL, ONT.



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BANK OF HAMILTON

49th Annual Statement

28th February, 1921

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W. P. RILEY.
A. V. YOUNG.
J. P. BELL, General Manager.
F. E. KILVERT, Western Superintendent.

LIABILITIES

TO THE PUBLIC

Notes of the Bank in Circulation		$5,493,376 00
Deposits not bearing interest	$17,996,910 08	
Deposits bearing interest, including interest accrued to date of statement	50,528,661 00	
		68,525,571 08
Balances due to other Banks in Canada		47,270 56
Balances due to Banks and Banking Correspondents in the United Kingdom		240,726 00
Balances due to Banks and Banking Correspondents elsewhere		423,240 94
Acceptances under Letters of Credit		456,802 07
		$75,186,986 65

TO THE SHAREHOLDERS

Capital Stock paid in	4,998,220 00
Reserve Fund	4,849,110 00
Balance of Profits carried forward	139,264 95
Dividend No. 127 payable 1st March, 1921	174,275 27
Former Dividends unpaid	646 63
	$85,348,503 50

ASSETS

Gold and Current Coin	$924,581 40
Dominion Government Notes	8,198,111 00
Deposit in Central Gold Reserves	500,000 00
Notes of other Banks	645,058 00
Cheques on other Banks	2,701,696 77
Balances due by other Banks in Canada	168,185 04
Balances due by Banks and Banking Correspondents in the United Kingdom	12,018 85
Balances due by Banks and Banking Correspondents elsewhere	878,045 94
	$14,027,697 00
Dominion and Provincial Government Securities, not exceeding market value	2,452,798 28
Canadian Municipal and British, Foreign and Colonial Public Securities	6,018,117 82
Railway and other Bonds, Debentures and Stocks, not exceeding market value	416,134 85
Call and Short Loans (not exceeding thirty days) in Canada, on Bonds, Stocks, etc.	6,686,445 94
	$29,601,193 89
Other Current Loans and Discounts in Canada (less rebate of interest)	50,416,647 20
Real Estate other than Bank Premises	691,077 99
Overdue Debts, estimated loss provided for	206,563 01
Bank Premises, at not more than cost, less amounts written off	3,104,765 78
Other Assets not included in the foregoing	646,453 56
Deposit with the Minister of Finance for the purposes of the Circulation Fund	225,000 00
Liabilities of Customers under Letters of Credit as per contra	456,802 07
	$85,348,503 50

PROFIT AND LOSS ACCOUNT

Balance at credit of Profit and Loss Account, 28th February, 1920		$85,249 74
Profits for twelve months ended 28th February, 1921, after deducting charges of management, interest accrued on deposits, rebate on current discounts, and making provision for bad and doubtful debts		888,018 27
Premium on New Stock		499,110 00
		$1,472,378 01
DISPOSED OF AS FOLLOWS:		
Quarterly Dividends at rate of 12 per cent. per annum	$551,156 29	
Two bonuses of ½ of 1 per cent. each	47,412 45	
Total distribution to Shareholders of 13 per cent. for the year		598,568 74
To Pension Fund, Annual Assessment		20,434 32
For Dominion Government Taxes		65,000 00
Transferred to Reserve Fund—From Current Profits	$150,000 00	
—From Premium on New Stock	499,110 00	
		649,110 00
Balance of Profits carried forward		139,264 95
		$1,472,378 01

RESERVE FUND

Balance 28th February, 1920	$4,200,000 00
Premium on New Stock	499,110 00
Transferred from Profits	150,000 00
	$4,849,110 00

JOHN S. HENDRIE, President.
J. P. BELL, General Manager.

AUDITORS' REPORT

In accordance with the provisions of sub-sections 19 and 20 of Section 56 of The Bank Act, we report to the shareholders as follows:

We have Audited the above Balance Sheet and compared it with the books and vouchers at Head Office and with the certified returns from the Branches. We have obtained all the information and explanations that we have required, and are of the opinion that the transactions of the Bank which have come under our notice have been within the powers of the Bank.

We have checked the cash, and verified the securities representing the investments of the Bank, at its Chief Office and principal Branches at a date other than that of the verification at the Chief Office on the 28th February, 1921, and found that they were in agreement with the entries in the books of the Bank relating thereto.

In our opinion the Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the affairs of the Bank according to the best of our information and the explanations given to us, and as shown by the books of the Bank.

C. S. SCOTT, F.C.A., of C. S. Scott & Co.
E. S. READ, C.A., of George A. Touche & Co.
AUDITORS.

Hamilton, 14th March, 1921.

OFFICE AND FINANCE

Labor-Saving Machinery in the Office

Mechanical Devices that Increase Efficiency—the Duplicator, Telautograph, Check Protector and Other Aids to Organization and Management

By ALAN M. IRWIN

The present day has been called an age of machinery, and in this article Mr. Irwin gives some illustrations of the truth of the description. Machinery is no longer confined to the factory, but has invaded the office, saving time and money, and promoting efficiency. The devices described here are a few examples of the way in which inventive ingenuity has solved office problems.

—The Editor.

WHEN Sholes invented the first practical typewriter in 1868, it is probable that the business men who made use of this device were considered extremely radical. No doubt there were plenty of "knockers," who shook their heads dolefully over this contraption. Yet to-day the typewriter is a commonplace. Its absence causes more remark than its use, and no office is without one. It has been followed by a multitude of mechanical devices, and each of these bids fair to become as indispensable. We have duplicators, talking machines, book-keeping machines, and many other instruments which serve to lighten labor, speed up operations and increase efficiency.

For quantity production of advertising matter, news bulletins or circulars, which are not needed in too great a quantity, there are several makes of stencil duplicators made. These machines, all operated more or less on the same basis, can be used by stenographers or office boys. To reproduce typewritten matter on these machines, it is necessary carefully to stencil the reading matter on a prepared silk or wax stencil. The operator must first remove the ribbon from her typewriter, see that the type is clean, and then write as in an ordinary letter. This stencil is then placed on an inked drum and the impressions are obtained as this drum revolves and comes into contact with the paper. It is best to use a paper which has not too high a finish for this work.

The Multigraph.

More expensive, but with a greater range, is the multigraph, a miniature printing outfit that is capable of turning out a great variety of work. With this machine it is possible to achieve almost any kind of printing work. Operated by a trained operator, as many as 7,000 copies per hour may be produced, in type ranging from 8 to 18 point.

A perfect imitation of typewritten matter is possible, and by use of a signature plate and special inking attachment, a facsimile signature appears at the foot of each letter or circular. One particular advantage is that, by carefully matching the ribbon on the typewriter, the whole thing may appear to have been hand-typed.

This machine, operated usually by a small electric motor, appears somewhat the same as the duplicator. It has the same revolving drum, with the exception that in this case the type is set in grooves on the drum or segment. When printers' type is used, the ink is supplied by a system of rollers to the type face. With pica type a special ribbon is stretched over the type. Almost any kind of work may be done on this press, and many firms use it for printing their own stationery, envelopes, etc.

For Protecting Cheques.

The cheque-writer or protector has made great strides in recent years and is now in quite general use. Cheques written or counter-marked by this means cannot be raised or altered. About the size of a desk clock, it may be easily moved from desk to desk, and its operation is extremely simple. On the front is a dial containing enough figures so that any amount may be indicated. Moved by a thumbscrew an arrow points to the figure desired, the cheque is inserted and the roller inside which carries the type is depressed by a lever. The result is that the amount of the cheque is indelibly written upon the paper with colored ink. The type is so constructed that it is impressed deeply into the paper, so that each letter is hollowed out and has the appearance of being embossed on the reverse side.

Coming into more common use is the telautograph, an instrument which, by the use of electrical energy, reproduces at any distance what is written at the transmitting point. In the transmitter the motions of the pencil are communicated by levers to two rotary shafts. By these, variations in current are produced in two separate circuits. Electromagnetic devices and levers move a pen in the receiver as the pencil transmitter moves.

Possibly the banks are the greatest users of this instrument, with large stores who run "charge accounts" a close second. The bank teller can ask the standing of a customer's account without leaving his cage and without embarrassing the customer. In a large store, where customers are not known to all the clerks, the device is again useful. You may have been surprised some time at the apparently indiscriminate way the clerk hands out your parcel in return for your address. The answer quite often is the telautograph. While your parcel is being wrapped, the clerk writes your name on the telautograph, and the Credit Department consults its records, and merely writes O.K.

Visible record systems may almost be classed as machinery, too. They are made up in many forms and consist of special cards hung on racks. These racks are so constructed that all the cards overlap, with one line showing the name and address visible at the bottom, and as cards may be inserted anywhere, it is possible to keep them in exact alphabetical order. Perhaps the handiest form is one which is reminiscent of the display stand used by vendors of picture postcards. This stand, which revolves readily, may be placed close to the telephones in the Credit Department and from it information may be obtained in a moment.

Inter-Office Communications.

Office communications are taken care of now by interoffice telephones and dictagraphs. The internal telephone may be operated either by a central switchboard or it may be automatic, each telephone being a miniature switchboard in itself. In this, and in the dictagraph, the required person is obtained by the depression of a key or lever. The chief advantages of the internal telephone are its lower cost of operation, as the current may be stepped down from the lighting circuit; and the fact that it can be used without interfering with the service on the outside lines.

The dictagraph, an elaboration of the office telephone, has some decided advantages. First, there is not the necessity of holding a receiver to the ear. The

BANK OF MONTREAL

Established over 100 Years

Capital Paid Up - - $22,000,000
Rest - - - $22,000,000
Undivided Profits, $1,251,850
Total Assets - $560,150,812

BOARD OF DIRECTORS:

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SIR CHARLES GORDON, G.B.E., Vice-President

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C. R. Hosmer, Esq.	H. R. Drummond, Esq.
D. Forbes Angus, Esq.	Wm. McMaster, Esq.
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Gen. Sir Arthur Currie, G.C.M.G., K.C.B., LL.D

Head Office: MONTREAL

Sir Frederick Williams-Taylor, General Manager

Branches and Agencies — Throughout Canada and Newfoundland
At London, England, and at Mexico City
In Paris, Bank of Montreal (France)
In the United States - New York, Chicago, Spokane. San Francisco - British American Bank (owned and controlled by the Bank of Montreal).
West Indies, British Guiana and West Africa—The Colonial Bank (in which an interest is owned by the Bank of Montreal)

A GENERAL BANKING BUSINESS TRANSACTED

Are You Thinking of Travelling?

THE Travellers' Cheques issued by this Bank are payable (without delay for identification) at all the principal points in Canada, the United States, Mexico, West Indies, South America or Europe, either through one of our 535 branches or by the correspondents who represent us throughout the world.

You will find these cheques a very convenient and safe way of carrying your funds.

THE CANADIAN BANK OF COMMERCE

Capital Paid Up, $15,000,000
Reserve Fund, $15,000,000

604

instrument, a wooden box, rests on the desk, and is so tuned that any sound in one room is reproduced in the room with which the dictagraph is connected. It is not necessary to ring up the person wanted—you merely depress his key and start to talk. He can hear you anywhere in the room. If the general manager wishes to hold a conference, it is not necessary for all his lieutenants to go to him—he merely connects his instrument with each of them and the same result is achieved. It is said that this instrument is extremely popular with the office boys at lunch times, and that they are apt to damage its delicate mechanisms.

A few words should suffice for the dictating machine; it is so well known that much explanation is not necessary. Operated on the same principle as the talking machine, these machines, to the finished dictator, are a time-saver. They permit him to do his dictation after office hours, or before breakfast if he wishes. The records are made of a wax composition, and may be shaved and used over several times. The outfit comprises: Dictating machine, reproducer, and shaving machine. These are operated by electricity, and may be started by either a thumb or foot switch. On the machine beside the cylinder are marked numbers and a slip with corresponding numbers is used with each record, on which any notes or corrections may be made. The reproducing machine has an attachment like a stethoscope, which the typist uses when transcribing the letters. She is able to run the machine as fast or as slow as she wishes.

Another piece of machinery is the cash register. This, generally considered a necessity to the store only, is now used in some large offices, particularly those doing a mail order business, and may be adapted to any business which receives a great deal of money by mail. For use in this connection, the mail is opened in the Cashier's Department and the amount of remittance enclosed is rung up on the register, stamped on the letter and retained. The correspondence then goes on in the regular way to a correspondent for acknowledgment and to the accountant for posting. At the end of each day the cash register strips are checked against the deposit slips and forwarded to the accountant. In his department the various adding, book-keeping and calculating machines are found. These machines can do almost anything with figures and are of various types. There are those which add, subtract or calculate visibly but are non-listing, others with the same operation that list figures and totals, and again the very intelligent type which make journal entries, post to the ledger and invoice all at one operation.

This article does not attempt to cover every mechanical aid in the office; it barely scratches the surface. There are many small devices which are not touched upon here and all these are becoming more common every day.

Dominion Linens, Limited

Slight Decrease in Profits on Business Done Last Year is Reported

A slight decrease in profits is reported by Dominion Linens, Ltd., for the year ended December 31. Net profit, before providing for depreciation, etc., was $8,872, compared with $76,190 in 1919, $71,142 in 1918, and $50,578 in 1917. Although there is a considerable increase in inventories, there has been a decrease in bank loans. Inventories stand at $291,496, compared with $175,926. Bank loans have been reduced from $50,200 to $30,000. Accounts and bills receivable, on the other hand, have declined from $96,500 to $38,366, while accounts payable have risen from $10,484 to $64,308.

Out of the year's profits the sum of $19,320 was allowed for depreciation on plant, machinery and equipment, practically unchanged from 1919. Preferred dividends were paid amounting to $24,500, and a bonus of 5 per cent. on common stock amounting to $10,000. After reserving $5,000 for Federal taxes for 1919, there remained $35,169 at credit of profit and loss, compared with $49,594.

Record Profits Announced

Canadian General Electric Company, Limited, Report Excellent Year and Vote Stock Dividend

The annual meeting of the Canadian General Electric Company, Limited, was held in Toronto on Monday, March 21st, and the report for the year ended December 31st, 1920, was presented to the shareholders. The company have had an excellent year, closing 1920 with orders on their books amounting to $7,500,000. Net profits were $1,356,689, as compared with $1,093,320 in 1919, and earnings on common stock were 15.2 per cent. as compared with 11.92 in the previous year.

The company have earned and paid dividends since they were first organized, and each year the directors have been careful to set aside an adequate sum for depreciation and reserve. As a result of this conservative policy carried over a long period of years the amount at the credit of the depreciation reserve stands at $5,091,949 and the amount at the credit of the surplus account stands at $5,778,672. It has now been decided to distribute a portion of this accumulated surplus to holders of common stock in the form of a stock dividend of 20 per cent.

In concluding his report, Senator Frederic Nicholls, president and general manager of the company, announced his resignation from these positions. In appreciation of his services, extending over a period of thirty-three years, a gift of about 2,400 shares of common stock was voted to him. Senator Nicholls becomes chairman of the board of directors, and A. E. Dyment, vice-president and chairman of the board, succeeds him as president. Stephen Haas becomes vice-president in Mr. Dyment's place, and J. J. Ashworth, who for some time has been assistant general manager is the new general manager.

Increased Business Reported

Nova Scotia Steel and Coal Company, Limited, Issue Twentieth Annual Statement

In their annual report of operations for the year ended December 31st, 1920, the directors of the Nova Scotia Steel and Coal Company, Limited, state that their anticipations at the beginning of the year have been realized and the volume of business done during 1920 has reached satisfactory proportions; from $6,889,941 in 1919 it increased to $19,558,479 in the year under review.

The foreign demand for coal during the year was great owing to the general European shortage and the miners' strike in Great Britain, but owing to the embargo placed on the export of coal a number of very attractive contracts had to be cancelled at a considerable loss. In the early part of the summer demands from the coal trade warranted the opening of an additional colliery at the Sydney mines, and this will soon be in a position to produce 400 tons daily. The total output of the year was 663,845 tons, as compared with 550,965 tons in 1919.

In the iron ore mines at Wabana the operations were restricted almost entirely to development work, and consequently the output of ore is only slightly larger than last year, amounting to 265,775 tons, as against 213,410 tons in 1919. The demand for iron and steel products suffered a serious decline, and it was considered advisable to shut down the steel plant at the Sydney mines about the middle of November. Two steamers, the *Canadian Miner* and *Canadian Sapper*, each of 2,800 tons, were completed and delivered to the Canadian Department of Marine, and a third similar steamer, the *Volunda*, was retained for the company's own business.

As a result of the acquisition of the coaling plant at Halifax the company were able to dispose profitably of over 85,000 tons of coal. During the year further substantial holdings in the Acadia Coal Company, Limited, have been secured. The balance sheet for the Nova Scotia Steel and Coal Company, Limited, and subsidiary companies shows a surplus of $3,015,868.

ESTABLISHED 1875

IMPERIAL BANK
OF CANADA

CAPITAL PAID UP $7,000,000 RESERVE FUND $7,500,000

PELEG HOWLAND, President

The Imperial Bank offers exceptional banking facilities to Canadian Manufacturers. Branches throughout Canada. Agents and correspondents in all the world centres.

Collections made at all points in Canada and in foreign centres.

Drafts—Money Orders and Letters of Credit issued, available throughout the world.

Exchange—Domestic and Foreign Exchange bought and sold.

Government and Municipal Securities dealt in at all branches.

Savings received at all branches—interest credited half yearly at current rate.

Accounts of Merchants and Manufacturers solicited.

HEAD OFFICE - TORONTO

The
Merchants Bank
of Canada

Head Office, MONTREAL Established 1864

Paid-up Capital	$ 10,029,622
Reserve Fund	9,475,585
Total Deposits (Oct. 30th, 1920) over	170,000,000
Total Assets (Oct. 30th, 1920) over	209,000,000

President: Sir H. Montagu Allan, C.V.O.
General Manager: D. C. Macarow
Supt. of Branches and Chief Inspector: T. E. Merrett
General Supervisor: W. A. Meldrum

The Scope of the Bank

Anything that comes within the province of banking is included in the service offered its customers by the Merchants Bank. If you want disinterested advice on any business subject, or first-hand information concerning trade conditions in any part of Canada, and abroad, this bank is in a position to help you. Why not use the experience and facilities offered by this institution in solving your financial problems?

399 Branches in Canada extending from the Atlantic to the Pacific, of which 149 are in Ontario, 47 in Quebec, and 180 in Western Canada.

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BETWEEN the wheat on our prairies and the daily bread of the people of this country and of distant lands runs a long chain of operations, each link of which is strengthened by banking services.

For 55 years this Bank has been privileged to furnish a substantial part of the financial energy necessary in the growth, transportation and marketing of Canada's vast crops.

Union Bank of Canada

463

Corrugated Boxes

For Shipping Purposes

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Bank of Hamilton

Increased Profits are Earned and General Position of Bank is Strengthened

Substantial progress in all departments of banking activity and a strengthened position are disclosed in the statement of the Bank of Hamilton for the year ended February 28, 1921. During the year the capital of the bank was still further increased by the issue of $998,220 paid-up stock, bringing the capital stock up to $4,998,220. The reserve fund was at the same time increased from $4,200,000 to $4,849,110. The average working capital for the year was thus $4,598,491 and the average reserve, $4,511,745. With profits earned of $888,018, the handsome return of 19.32 per cent. on the average capital or of 9.75 per cent. on combined average capital and reserve was secured.

In common with other banks reporting recently, non-interest bearing deposits show a decline but there has been a satisfactory increase in interest-bearing deposits. The former have declined from $23,692,537 a year ago to $17,996,910. The latter have increased from $44,972,167 to $50,528,661, the net result being that total deposits stand approximately the same at beginning and end of the year.

The bank's assets have expanded during the year from $84,134,109 to $85,348,503. There have been no marked changes in the bank's holdings of securities but call and short loans in Canada on bonds, debentures and stocks show a reduction from $8,169,905 to $6,686,445. On the other hand current loans and discounts in Canada, which disclose the share taken by the bank in business development, have increased from $45,318,138 to $50,416,647.

The year's profits, as already noted, amounted to $888,018, comparing with $847,104 in the previous year. Including $499,110 premium on new stock and a previous balance at profit and loss of $85,249, there was available for disposition $1,472,378. Of this amount $649,110 was transferred to reserve, $598,568 was paid out in dividends, $20,434 was paid to pension fund, and $65,000 reserved for Dominion Government taxes. This left a balance to be carried forward of $139,264.

Many Changes Shown

Balance Sheet of Goodyear Tire & Rubber Company of Canada, Limited

Many changes, with evidences of expansion, are shown in the balance sheet of the Goodyear Tire & Rubber Co. of Canada, Ltd., for the year ended September 30th last. There is a large increase in inventories, and, while current assets and current liabilities both show large extensions, the net working capital has been somewhat substantially diminished. The total assets are shown as $19,100,754 as compared with $10,891,390 for the year ended September 30th, 1919. The surplus is $1,071,275.

Canadian Salt Company

Profits for Year Ended December 31st, 1920, Amounted to $202,298.52

The profits of the Canadian Salt Company for the year ending December 31, 1920, were $202,298.52. Additions and improvements to the plant in that period amounted to $40,000 and $40,000 was paid on the purchase price of new land at Sandwich.

Unusually large stocks of coal had to be carried, owing to the uncertainty as to delivery, and an expenditure of $62,000 was entailed in making remitment to the States, due to the adverse rate of exchange.

Sir Thomas Tait, the president, states in his report to the shareholders that the cost of manufacture during the year was the highest in the history of the company. "There have, however," he adds, "lately been signs of an improvement in some of the conditions affecting costs."

A Message to Canadians

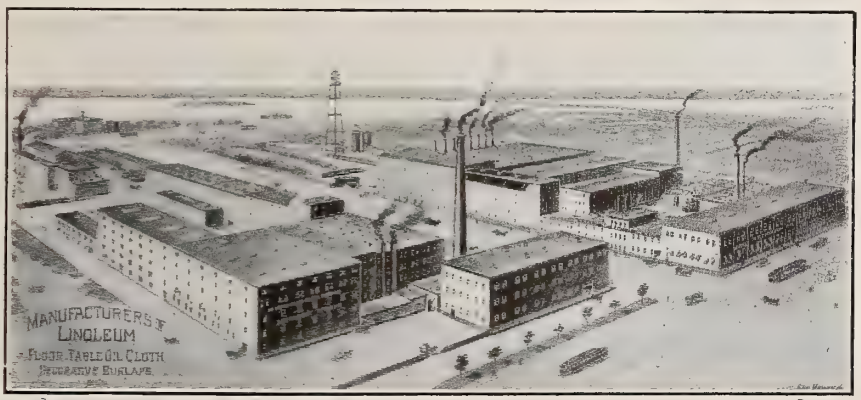
ONLY by increasing the sale of Canadian commodities can we avoid increasing our foreign indebtedness. Never, even in war time, was it so essential to increase our exports.

A DUTY falls on manufacturers to produce articles of a quality and price that will compare favorably with foreign makes, and on our agricultural interests to increase production.

THE ROYAL BANK OF CANADA

Total Resources $550,000,000

Our Made-in-Canada Linoleums
are manufactured in this plant



TO MEET CANADIAN NEEDS

Among Our Products are

Battleship Linoleums
Plain and Printed Linoleums
Cork Carpet
Linoleum Floor Rugs
Floor Oilcloth Rugs
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Passage Oilcloths
Stair Oilcloths
Enamelled Oilcloths
Table Oilcloths
Shelf and Carriage Oilcloths
Sanitile Wall Coverings
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Help Develop Canada—Buy All You Can At Home

DOMINION OILCLOTH & LINOLEUM CO., LIMITED
MONTREAL - CANADA

Cutting Costs



A well-planned factory plays an important part in economical production. The LOCKWOOD, GREENE organization, at your invitation, studies your individual problem with you, then prepares plans and supervises every detail until the wheels are running smoothly.

LOCKWOOD, GREENE specializes in remodelling existing plants for those who prefer not to build at present. Take advantage of the accumulated experience and the continuous study of many operations similar in points to yours. First write for the booklet, "Building with Foresight".

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A COUNTRY-WIDE Educational Union of 11,000 citizens endeavoring to promote the national welfare through (1) the protection and proper management of Canada's forest assets, in order to perpetuate the timber resources for all time, and (2) the development of tree planting on the bare prairies and in our towns and cities.



Membership is open to all. Annual fee $2, including subscription to the Illustrated Canadian Forestry Magazine, a non-technical and highly interesting monthly. If you like trees, you'll enjoy the Forestry Magazine.

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Closet Seats,
Flush Tanks,
Medicine Cabinets,
Everything for the Bathroom.
Write for Catalogue C and Price List.

Penmans, Limited

Annual Report Shows Increased Business but Decreased Profits

The fifteenth annual report of Penmans, Limited, was presented to the shareholders and adopted at their annual meeting in Montreal on March 7th. An increase in sales of $960,332.82 over the 1919 figures is shown, the total sales for 1920 amounting to $9,499,180.97. Notwithstanding the large volume of business, the net profits, in comparison with the last few years, have fallen off to a very marked extent. This is the result of a heavy shrinkage in the value of both raw and manufactured stock which took place during the latter part of the year.

After writing down inventories to present market prices, providing for the cost of administration and payment of the bond interest the net trading profits amount to $360,305.61. After appropriating $64,500 for dividends on preferred stock; $209,683.50 for dividends on common, and $45,000 as provision for war tax there remains a surplus of $41,122.11 to be carried forward.

Sir Charles Gordon, president of the company, while regretting the decrease in profits, stated that he was hopeful and confident of the future. The enterprise, he stated, was now in a position to take full advantage of any improvement in the field in which it operates.

Have Increased Profits

Sawyer-Massey Company, Limited, Report a Satisfactory Year

Profits of the Sawyer-Massey Company, Limited, for the fiscal year ended November 30th, 1920, totalled $223,815, after deducting administration expenses. The record was the best in some years and was $124,533 in excess of the profits of 1919. After paying bond interest, $28,620; providing for Federal income tax, estimated at $12,000; reserving for plant depreciation $24,000, and making a reserve for possible inventory depreciation of $50,000, the amount carried forward to the credit of profit and loss account was $100,966. As the company had carried a debit balance in the profit and loss account of $452,987 from the previous year, a debit balance still remains of $352,020.

In his report to shareholders, R. Harmer, the president, said in part:

"The inventory was taken at cost or market prices (whichever was the lower) as of November 30th last, but, owing to the present unstableness of the market, your directors deemed it expedient to make provision for a further possible decline in values.

"The larger earnings shown are wholly due to a very substantial increase in sales and economies in operating expenses; the sales being approximately thirty per cent. in excess of the previous year.

"The appraisal of your company's plant and property (referred to in the report of last year) was made in August last by the Canadian Appraisal Company, whose appraisement value greatly exceeded the amount at which the property was carried in the books of the company. No portion of the appreciation, however, has been treated as profit, $571,964.85 of the amount having been applied to the reduction of good will account, and the balance transferred to the existing reserve for plant depreciation.

"With the exception of a period of two weeks in November, when the inventory was being taken, the plant has been in continuous operation during the entire year.

"The demand for road-making machinery continues active, a large shipment of this class of goods having recently been made to Kingston, Jamaica. The connection established in the States in 1919 continues to expand, your company having entered into a contract with a reliable company covering the sale of threshers for the three ensuing years."

The company's total assets now stand at $5,915,316, as compared with $5,309,585 a year ago. Fixed assets, which stood at $1,388,106 at the close of November, 1919, rose to $2,292,662 during the past year, and notes and accounts receivable totalled $1,658,134, as compared with $1,446,776 before. The reserve for depreciation increased to $417,441, as against $106,243 the year before. Bills and accounts payable aggregated $1,981,196, an increase of $264,918 for the year. Total current liabilities were $1,989,375, as compared with current assets of $3,034,399, hence the company's working position is strong, the excess of current assets over current liabilities being $1,035,024.

National Breweries, Limited

Annual Report is Viewed With Satisfaction by the Shareholders

The annual report of National Breweries, Limited, presented to the shareholders at the general meeting, held in Montreal on March 16th, was viewed with satisfaction. Operating income was given at $976,609, as compared with $1,616,266 in the previous fourteen months (the period covered by the previous statement), and with $616,266 in 1918. After depreciation write off of $90,971, bond interest of $92,400, and preferred dividends of $194,250, there remained net profits available on the common stock of $598,988, as compared with $637,146 for the previous fourteen months and with $236,510 in 1918. After deduction of common dividends there remained a surplus addition of $238,300, as compared with $479,345 in the previous fourteen months, and with $236,510 in 1918. Total surplus was thus increased to $1,618,238, as compared with $1,379,938, as shown in the previous annual statement.

The net earnings are equivalent to 26.57 per cent. on the old shares, or equal to $6.64 earned on the outstanding 92,000 shares of $25 par value common stock.

The balance sheet is a good one, although it reveals a decrease in net working capital. The chairman, Vesey Boswell, first vice-president, explained this as being due largely to the expenditures made on the new plants of the company, three of which are now in operation, and the fourth of which will come into operation in three or four months' time. He also, at the same time, made the forecast that the company, in view of these heavy expenditures, would probably find it necessary to carry on some new financing during the current year, as it was necessary that they have at least $500,000 of new money. With the completion of the fourth Montreal plant, the Lachine plant would be closed down, giving the company concentrated plants instead of six scattered plants heretofore operated.

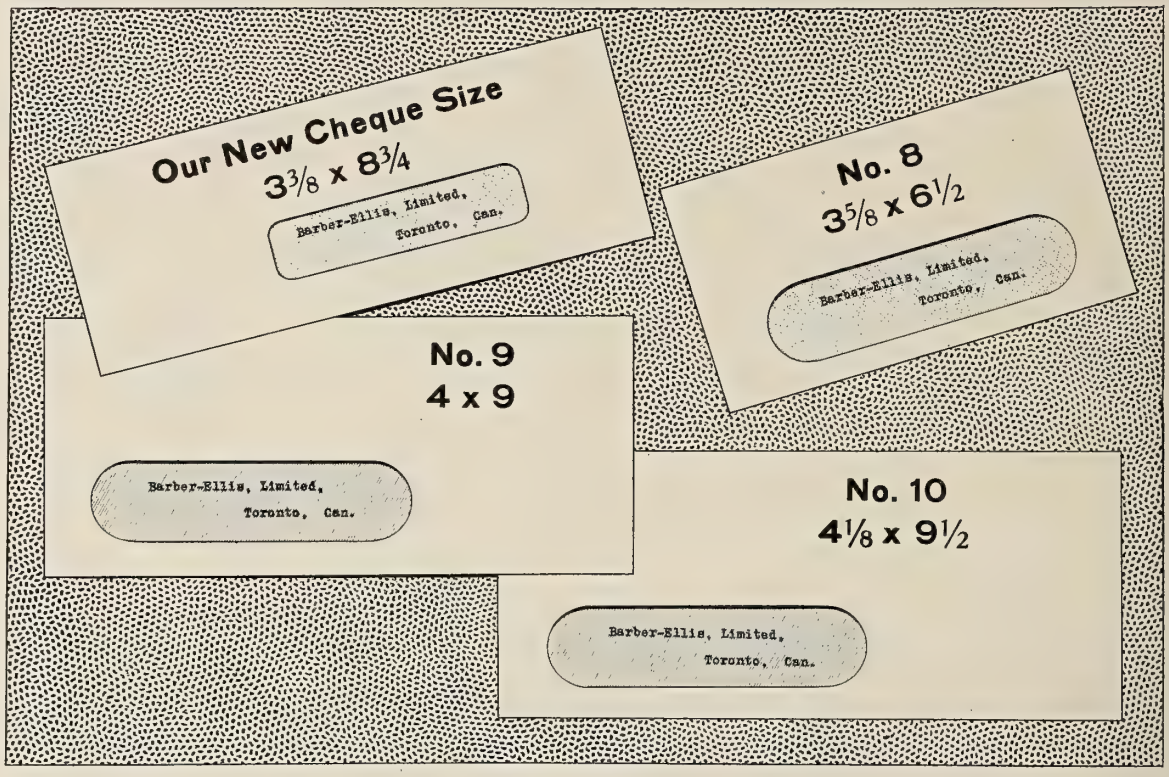
Net surplus assets, or working capital, now amount to $696,136, leaving investments out of consideration, as compared with $1,851,507. Current assets amount to $2,505,875, as compared with $2,201,744 a year ago, while current liabilities, swelled by a bank loan of $1,000,000, total $1,809,739, as compared with $350,237 a year ago.

Standard Clay Products

Satisfactory Year's Business Reported in Spite of Adverse Conditions

Notwithstanding high costs of labor and raw material, the directors of Standard Clay Products, Limited, of St. John, N.B., and New Glasgow, N.S., are able to report a satisfactory year's business during 1920. Bond interest and depreciation have been earned and the sum of $16,857.81 has been added to the surplus account, which now stands at $137,805.30. The total earnings for the year were $75,348.97. The output for the year, owing to coal shortage, slump in building operations and various other reasons, was about 70 per cent. of capacity, but the directors expect that 1921 will bring increased activity.

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A Record of Progress

Quaker Oats Western Plant

Newly-Completed Elevator and Other Details in Quaker Oats Company's Plant at Saskatoon

Constructed throughout with reinforced concrete, no wood or any inflammable material being used, says the Saskatoon *Phoenix*, the newly completed elevator at the Quaker Oats plant is now in operation with an unloading capacity of 4,000 bushels an hour. The installation of dust suctions prevents any dust accumulation whatever, and the possibilities of fire are reduced to a minimum. Nothing, however, is left to chance, and the erection is fitted from basement to roof with sprinklers connected to the plant's private pump and reservoir.

The grain is unloaded from the freight cars by power shovels and dropped on an endless belt which carries under the elevator to one of the six steel elevator legs. There is a suction attachment to each grain stream. Drawn up the leg to the top of the elevator, the grain is poured into two garners, one being immediately over the separator and the other above the hopper scale.

The separator fans the screenings off the grain and sifts it into one of the bins, of which there are forty-one.

From these the grain can be conveyed along two endless belts to the storage bins, which have a total capacity of half a million bushels, and it is brought back as required by an endless belt running below the two buildings.

On the east side of the workhouse is the flour mill, while on the west side the rolled oats mill is located. The grain is passed through pipes from the elevator to these buildings.

In the flour mill the grinders or rollers first grind the grain, which is then drawn up to the sifter machines. Here the coarse grain is sifted from the fine and then dropped back to the grinders. This process is repeated until the required fineness for flour is reached. The flour is then conveyed over the belts to the packing room, where the bags are automatically filled and sewn and the weight of each sack is checked.

Below the rolled oats mill is an electric power plant in which are two seventy-five and one one hundred and fifty horse-power return tubular boilers for heating, steaming and drying purposes. Here also is located the private fire pump.

The oats are first hulled in the revolving mill-stones, which separate the hulls from the groats. The groats then pass successively through the dust reels, aspirators, and cell machines to the rolls, where they are sterilized under a ninety-pounds pressure of live steam, and then passed through another set of aspirators.

The plant is fitted up with machinery on which the wooden cases and cardboard cartons are constructed, as well as mechanical wrappers for the cartons.

From the aspirators the grain, which is now the finished product known as rolled oats, is conveyed to the automatic scales, where on one set the sacks are filled and sewn, and on the other set the cartons are filled and sealed and the Quaker Rolled Oats "Family Package" is complete.

In the office building attached to the plant the employees' recreation rooms are located. Here is a billiard table, player piano and victrola, and a polished dance floor.

The reading room is comfortably furnished with leather upholstered chairs, and in the dining-room hot tea and coffee



New Plant of the Quaker Oats Company at Saskatoon

is served free of charge to those who bring their lunch. Those who desire it can obtain full lunch at cost price. Every Thursday, in a small dining-room for the purpose, the department managers meet for lunch and to discuss questions of general routine and management.

Nanaimo Plant Starts

Fish Meal and Oil Refinery on Vancouver Island is Now Operating

The plant of the Nanaimo Fish Meal and Oil Refinery erected recently at Nanaimo at a cost of $40,000, has now commenced operations. It extracts all oils from fish and manufactures the fish into meal for animal food, making the product valuable for farmyard usage. The plant has a capacity of twenty tons of fish per day, five tons of fish making one ton of meal and producing about fifty gallons of coarse oil suitable for heavy machinery.

Proposed Pickle Factory

Branch Factory of Large Pickle Company to be Located in Okanagan Valley

A large pickle concern in Canada will purchase all the cucumbers the Okanagan Valley can grow and establish a branch factory that will furnish permanent employment to at least thirty hands was a statement made by E. B. Reynolds, of Winnipeg, recently at Vernon. Mr. Reynolds pointed out that the sales of his company during 1920 in Alberta and British Columbia only amounted to $150,000 and that if it had been possible to obtain a greater quantity of cucumbers in the valley, especially for the manufacture of dill pickels, it would have been a great deal larger. This, however, is but a small part of the total turnover of the company.

In discussing the consumption of pickles, Mr. Reynolds affirmed that Western Canada alone used about $1,500,000 annually. Of this huge amount the valley supplied practically none. Most of these pickles were brought from Ontario or the great pickle states of Minnesota, Wisconsin and Illinois. His firm alone in 1919 bought sixty-four carloads of American cucumbers. There is no reason, he said, why this remunerative trade should not be captured at once by the valley. Some have said that the Okanagan could not produce good pickling cucumbers, but Mr. Reynolds characterized this as nonsense. There were no better pickling cucumbers grown in the world than those produced in this valley.

New Fruit Cannery

Chilliwack, B.C., to be Location of New Industry Established by K. A. Boyd

The Chilliwack Evaporator buildings, plant and land have been purchased by K. A. Boyd, a recent arrival in British Columbia from Saskatchewan. During the war many hundreds of tons of Fraser Valley vegetables were evaporated on these premises for the use of the armies in France and Belgium, but Mr. Boyd purposes converting the property into a fruit cannery and jam manufactory. The former owner of the evaporator was J. Hind, of Vancouver, but the plant has been practically closed down since 1918.

Mr. Boyd before coming to Chilliwack was connected with the grain business in the vicinity of Moose Jaw. On a former visit to the Coast he was so impressed with the fruit possibilities and prospects of the Chilliwack Valley that he decided to move here, and shortly before Christmas he purchased the residence of F. B. Lyle, manager of the Royal Bank, and brought his family from Saskatchewan. Mr. Boyd expects a steady influx of prairie farmers and believes that before many years are past the majority of large dairy farms in the valley will be transformed into fruit farms.

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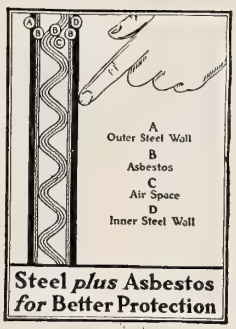
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Make Vegetable Parchment

Canadian Vegetable Parchment Company, Limited, turn out New Canadian Product

Late in the year of 1913 a group of experienced paper men met to discuss the merits and advantages of establishing a new industry in Canada, viz., the manufacture of a line of paper never before attempted in this land. Plans were laid, investigations were made and all points thoroughly discussed, and in 1914 it was decided to go ahead with the venture and establish the Canadian Vegetable Parchment Company, Limited, at Merritton, Ontario, to manufacture genuine vegetable parchment paper, a product which has always been imported from Europe. However, the Great War came along, raw materials commenced to soar, and the future looked black, uncertain and troublesome from the perspective of late 1914. The venture was temporarily laid aside, to be revived at a more suitable season, and from 1914 until 1919, almost five whole years, plans were abandoned but not forgotten.

In the spring of 1919 it was decided to go ahead full swing, and in the meantime, or in other words during the war period, this trade had become diverted from Europe, and was solely under the control of the United States manufacturers. No time was lost; sod was turned in August, 1919, and building proceeded with great energy. The company knew that, with fair protection, Canada could manufacture this product just as well and satisfactorily as any country in the world, and confidently planned and built a splendid plant, most up-to-date in all its machinery, efficient layout and economy of manufacture. The buildings are of brick, stone and concrete, the machine room measuring 80 feet x 200 feet. The shipping facilities are splendid, viz., G.T.R., C.P.R., C.N.R., and N., St. C. & T. Ry. sidings, running right up to the plants. An output of eight tons per day is the capacity of the present machine, and with the demand for export to other parts of the British Empire, the directors are considering the immediate installation of another parchment machine, which is already partly built. An up-to-date water system from wells of most suitable water is an important feature in producing "Purity" white parchment. The plant commenced to operate the middle of March of last year and has been running continuously ever since.

The product, scientific and difficult to manufacture is, to say the least, a splendid result of well planned effort and hard work. The sheet produced from the very first was beautifully white, clean and strong. The trade-marked name, "Purity Parchment," is truly lived up to, and the management readily recognize the necessity of keeping up the quality at all times. The directors have decided to market the output of the mill through the wholesale paper merchants of Canada, whose loyalty they are receiving generously. The company are now doing some extensive advertising and sampling, in order to make "Purity Parchment" well known to all pure parchment users.

Officers and directors, all experienced paper men, are as follows: Chas. V. Syrett, president; Lauren H. Gardner, first vice-president; Wm. H. Howe, second vice-president; Leo E. Charles, secretary-treasurer; H. Zimmerman, Chas. F. Hubbs and H. J. Severance, directors.

Make Storage Batteries

Eternal Battery Company of Canada, Limited, Have Plant in Winnipeg

The Eternal Battery Company of Canada, Limited, are one of Winnipeg's newer industries, capitalized at $1,000,000, to manufacture storage batteries for automobiles, electric vehicles, motorboats and other purposes for which storage batteries can be conveniently used. They have a plant and offices, with about 13,000 square feet floor space, at 233 Stradbrook Avenue, Winnipeg. There are three buildings in the

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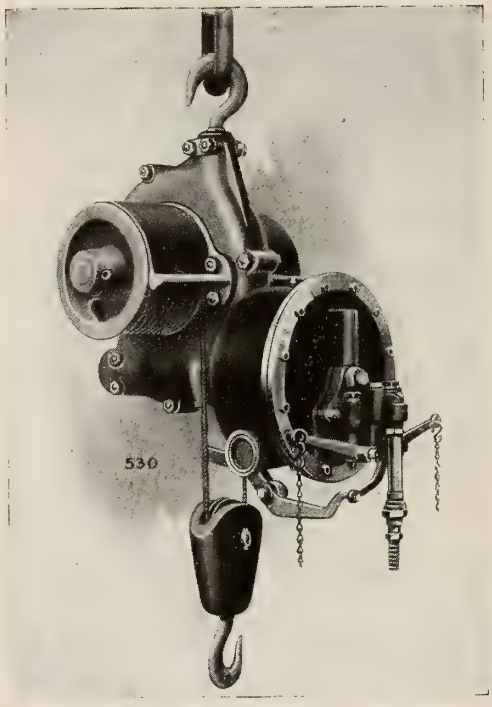
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Keeping Output Up and Overhead Down



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A Little David Motor Driven Air Hoist is a big factor in reducing this lost motion or non-productive time of men and machine tools. Where a Little David Hoist is used a few seconds are often sufficient to permit the arrangement of a heavy casting or jig that formerly required as many minutes and you save the wages of two or three "helpers."

Little David Air Hoists are made in five sizes with lifts of twenty feet and capacities of 1,000 to 10,000 pounds. They are easy to install, fool proof and economical in operation, often paying for themselves in a few months by the savings they make. They are simple and rugged in construction and the load cannot jump, jar, stick or twist.

Write for bulletins describing these hoists and a few of their uses in detail.

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Limited

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Do It With Air Do It With Air Do It With Air

plant—a main building, two stories of brick; a two-story wooden building, and another wooden building, with only one floor.

The company employ twenty hands, and have a secret process of suboxide of lead for manufacturing their product. For the current year it is estimated that thirty batteries a day will be turned out, representing an annual turnover of $500,000.

John N. Lyon and C. T. Lount, of Winnipeg, are president and vice-president of the company, and Urban D. Clark is secretary-treasurer and general manager. Mr. Lyon is vice-president of the Canada Ingot Iron Company, Limited, and Mr. Lount is manager and vice-president of the Lount Engineering Company of Winnipeg. Mr. Clark was employed by the British Government during the war in the chemical department of the munitions plant at Trenton, Ont.

To Make Baskets

United Growers Packages, Limited, to Operate at Niagara-on-the-Lake

United Growers Packages. Limited, is the name of a new company at Niagara-on-the-Lake, Ontario, incorporated to supply the great demand for baskets, berry boxes and fruit containers, from fruit growers of the Niagara Peninsula. They are capitalized at $75,000, and there are at present from eighty to one hundred fruit-growers who are stockholders.

The factory is located at Niagara-on-the-Lake, beside the Michigan Central Railway and Canada Steamship Lines. It is a building about 180 x 60 feet, with additional wings of 60 x 40 feet. The work of equipping the building is now in progress, and manufacturing should start shortly. The initial capacity is estimated at a million baskets and there is plenty of room for increased production.

T. B. Revett, reeve of Niagara-on-the-Lake and one of the original incorporators of United Growers Packages, is secretary-treasurer of the company. The other directors are: A. T. Baker, president; T. A. Griffiths, vice-president; C. E. Secord and W. H. Hunter.

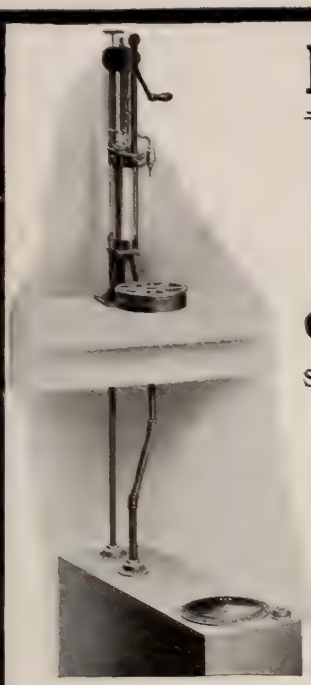
Rearrangement Doubles Production

Business Prospects of Bishop and Pringle, Limited, Owen Sound, are Favorable

From Bishop and Pringle, Limited, manufacturers of pickles, vinegar, catsup, cider, etc., at Owen Sound, Ontario, comes the news that business is picking up and that they have increased their staff of employees to about the same number as they had in the spring of 1920.

During the winter, while they were running with a small staff, a rearrangement of their factory was made, and by changing the location of a considerable amount of machinery in their pickle and catsup department they have put themselves in a position to double their 1920 output. In conjunction with their plans for expansion in manufacturing they have inaugurated a campaign among farmers and gardeners of the district to double the acreage of vegetables grown for the company. As contract prices for the raw material have not been reduced it is expected that this movement will meet with a ready response and that the additional acreage will be maintained and increased in the future.

E. B. Ratcliffe, Limited, have been incorporated in Hamilton, Ontario, with a capital of $40,000, for the manufacture of cement products. Their plant is 40x50 feet, partly two-storey, with office attached. Operations will commence about the first of March, eight men being employed at the start. The directors of the company are E. B. Ratcliffe, Lydia E. Ratcliffe and H. Ward.



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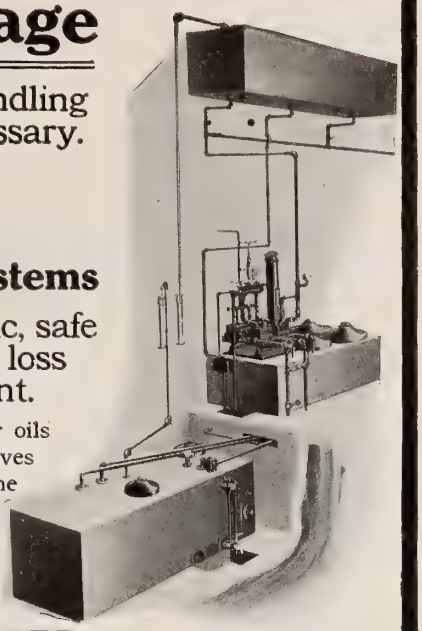
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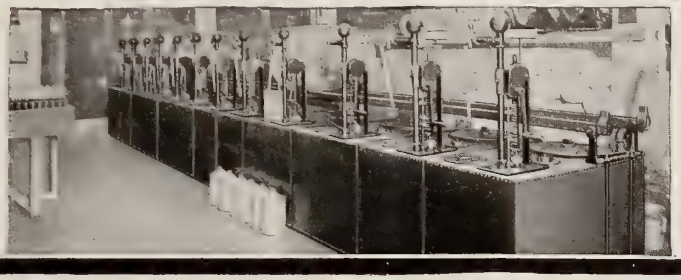
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British Columbia's New Cordage Industry

By CARL J. KETCHUM

LAST YEAR Seattle, Washington, sold to British Columbia approximately $350,000 worth of hempen rope. It is estimated that more than $700,000 was imported by the province from the United States as a whole. To-day British Columbia is buying rope from British Columbia. A new and long-needed industry has sprung up within the year and the indications are that its output, already exceeding six tons of rope per day, will increase until it has absorbed practically all the business in Western Canada.

With what is generally conceded to be the most modern factory of its kind in America, the Western Canada Cordage Company, controlled and operated solely by men who served overseas in the Canadian Expeditionary Force, has come into the market with a variety of ropes, lines and twines ranging in diameter from the lightest strengths of binder twine to grades of cable of fifteen inches in circumference. Only a short time ago Mayor J. J. Johnston turned the switch that set the machinery at the spacious factory at New Westminster in motion, and to-day thirty returned men are working day and night at full pressure endeavoring to maintain a supply that will meet the public demand.

The company's plant occupies something like seven and a-half acres and consists of five handsome reinforced concrete buildings connected with fire-proof doors and having all the latest factory conveniences. The cost of the building was in the neighborhood of $100,000. There are already installed thirty of the most recent patent machine units, and, according to an announcement of the company's officials, not many weeks will elapse before one hundred will be in operation. A further asset on hand is the very heavy stock of raw material, a manila fibre of the very highest grade, bought when it was available in abundance and when the market was low. Every detail for the benefit of the workers themselves, as well as for efficiency in production, has received attention, and it needs not more than a casual observation to become assured that there will always be a minimum waste of raw material and of time lost through faulty machine arrangements.

The Western Canada Cordage Company was formed in Aug., 1918, the original directors including Major J. C. Thorn, E. A. Paige, F. C. Brown and other well-known veterans. This company got together $100,000 and in time prevailed upon the Department of Industries of the Provincial Government to grant them a loan of $200,000. In February of last year they commenced building on the splendidly situated property at New Westminster, given to them free of all cost by the city. No time was lost once construction operations were undertaken and at the end of the year the five separate buildings were completed. The civic authorities then added a further gift in the shape of exemption from all taxation for a period of ten years.

On the occasion of the formal opening of the factory business men as well as professionally prominent people from all over the province assembled at Westminster and witnessed the simple but impressive ceremony presided over by Mayor Johnston.

It will thus be seen that the company got away to a good start under very favorable circumstances. The machines operated well; without a hitch. Some of the operators were slow at first because they were not trained. They were soldiers who were becoming re-established into civil life. But they did not remain untrained long, under the supervision of Superintendent W. Passmore, regarded as one of the most experienced rope producers in the world. This is best evidenced by the fact that these men individually are turning

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Illustration shows an installation of eight Double Drum Sectional Water Tube Boilers at the Dartmouth, N.S., plant of the Imperial Oil Company, Limited.

Similar Boilers have also recently been installed by us in the Sarnia and Regina Plants of the above Company.

Thoroughly satisfactory performance is the explanation of these repeat orders.

G. & McC. Water Tube Boilers are designed to give more than ordinarily rapid circulation, increased steaming capacity and maximum overload allowance. All parts subjected to pressure are made of the highest grade forged steel. Write for catalogue, plans, etc.

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Bank of Hamilton Bldg.	Winnipeg, Man.	400 St. James St., Montreal, Que.	Vancouver, B.C.

out a record production each week and are ready and anxious to push still harder. As has been already pointed out they are working night and day, and, it is announced, to such an extent that the staff will have to be augmented by at least fifty more men in the very near future.

At the present time the factory is making chiefly marine ropes of various descriptions, and transmission ropes. It has orders that will take days to fill. Recently J. C. Thorn, president of the company, returned from the prairie provinces and announced that he had brought with him orders that will keep the whole present staff working overtime for at least sixty days.

The company have a few modest claims to put before the public. They include:—

"The commencement of manufacture by the Western Canada Cordage Company means lower prices for cordage for British Columbia users than they are now paying, or better material and better workmanship for the same price."

"By purchasing our products you will help to stimulate other Canadian industries and increase the market for Canadian goods, and promote other employment throughout the province."

Sales are being handled through the office of J. C. Thorn and Co., Metropolitan Building, Vancouver. The board of directors now consists of: President, J. C. Thorn; vice-president, D. A. McDonald, K.C.; R. P. Foster, G. G. Hulme (manager), and General Victor Odlum, Government representative. Superintendent W. Passmore is from New Zealand and is highly qualified in every branch of the trade.

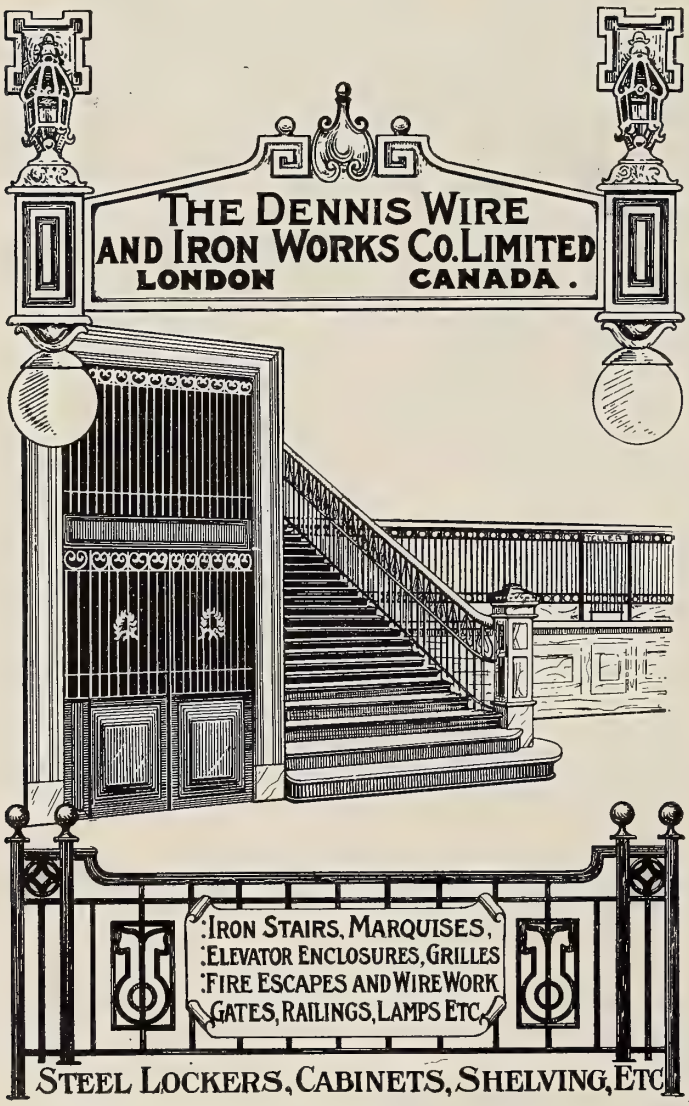
Pulp and Paper Industry in B.C. Expands

SOME NEW DEVELOPMENTS

PULP AND PAPER PRODUCTS sold by British Columbia mills amounted during 1920 to $21,000,000, according to the annual report of the Hon. T. D. Patullo, Minister of Lands, presented in the British Columbia Legislature recently. The figure for the preceding year was given as $12,000,000, and, with the many enquiries regarding pulp and paper possibilities, the Minister expects to see a very great expansion in the pulp and paper figures.

If investigations which are at present being carried out by a group of American engineers are brought to a successful conclusion, and there is every indication that they will, British Columbia will have another pulp undertaking of great size. The engineers represent wealthy financial interests of Chicago, New York and Buffalo, who are prepared, it is stated, to invest between $8,000,000 and $10,000,000 if a favorable report is received. This investment would represent the taking over of the plant of the Beaver Cove Lumber & Pulp Co., Limited, which at present has a daily capacity of 40 tons of kraft paper and in addition timber holdings on Vancouver Island aggregating five billion feet.

Application was made to the Prince Rupert City Council recently by E. F. Duby on behalf of the Prince Rupert Pulp & Paper Co., Limited, for a free supply of water and a fixed



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rate of taxation for fifteen years as an inducement to that concern to establish a pulp mill at Seal Cove within the city limits.

This is the company recently incorporated to take over the Emerson mill at Prince Rupert together with a large block of timber limits with the purpose of establishing a pulp and paper plant in or near Prince Rupert, the understanding being that if no privileges are granted by the city the plant will have to be established outside.

The lumber mill was established three years ago by the late J. S. Emerson, but for some time past has been under the direct charge of his son John Emerson, of Vancouver, with Mr. Duby as manager. The new concern is capitalized for four million dollars. The sulphite mill proposed will have a capacity of fifty tons a day and will be the first unit of a larger concern to include a big paper mill.

Several important changes in the executive of the Western Canada Pulp & Paper Company were announced recently from the offices of the company, in Vancouver, one of the most interesting being the appointment of Henning Helin as general manager of the company's affairs in this province. Another change announced is the selection of H. J. Daly as president of the company, to succeed E. M. Davis, whose retirement from that office has been rendered necessary for business reasons. Mr. Daly is also president of the Home Bank of Canada.

Henning Helin, the general manager, is well known in industrial circles throughout the Dominion, having been for six years technical manager of the Wayagamack Pulp & Paper Company before coming to this province. For 10 years he was engaged in the practical end of the manufacture of pulp and paper in Sweden and is a graduate of one of the largest technical colleges in that country.

The plant of the Western Canada Pulp and Paper Company will be put into operation early next month, according to Mr. W. O'Connor, secretary of the company at Toronto, who has been spending a few days on the cost on a trip of inspection of the company's holdings. The plant is located at Port Mellon, about 30 miles north of Vancouver and will have a capacity of about 40 tons of pulp a day. While the output of the plant will be governed to a great extent by the demand in view of the fact that a very large proportion will be for export, it is believed by the company's officials that within a short time the plant will be turning out pulp to the limit of its capacity.

There was incorporated in the office of the British Columbia Registrar of Joint Stock Companies recently the Harrison Lumber and Pulp Company, Limited, with a capital of $15,000,000. The company are reported to be ready to start work at an early date. They have for one of their principals Sir Douglas Cameron of the Rat Portage Lumber Company. The new pulp mill is to be erected adjacent to the company's lumber mill at the mouth of the Harrison River, and will have a capacity of 60 tons of pulp per day.

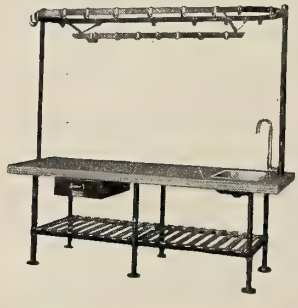
In the manufacture of kraft paper, cedar, hemlock and fir can all be utilized, and the waste from the Rat Portage lumber mill, together with the logs not suitable for cutting in the mill, will be utilized in the manufacture of pulp. The company have very extensive holdings on Harrison Lake, and during the past year have spent considerable money in opening camps and rafting logs near the entrance to Harrison River and just above the rapids. These booms will be moved down the river during the freshet in the spring, and the big lumber mill is to be opened after several years' idleness.

While the pulp plant at Harrison River would cost about $3,000,000, the balance of the amount of incorporation is expected to include another pulp mill at Kitamaat of the sulphite class, and possibly a paper mill. With the new pulp mill on Harrison River the company will be able to log off clean on all holdings on and adjacent to the lake.

George Anderson & Company of Canada, Limited, engineers in Montreal, have moved from 157 Craig Street West to larger premises at 225 St. Ambroise Street, where they will carry a full supply of their machines and cranes.

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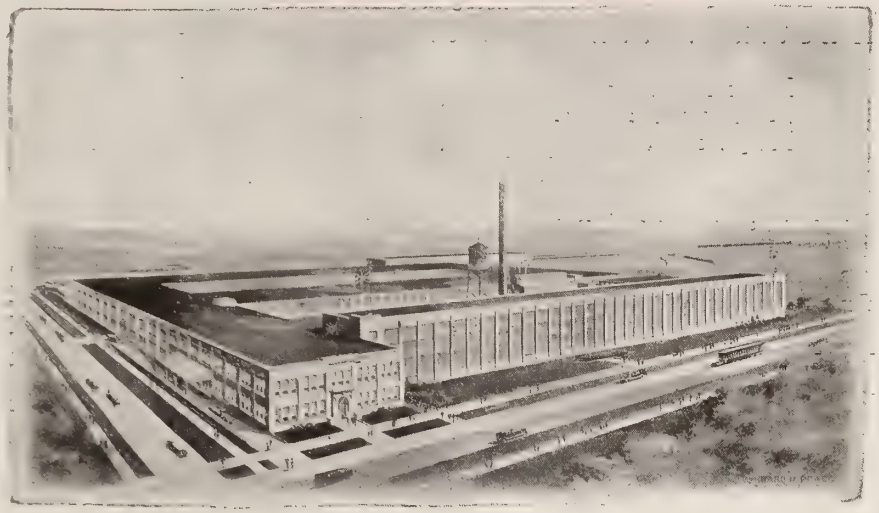
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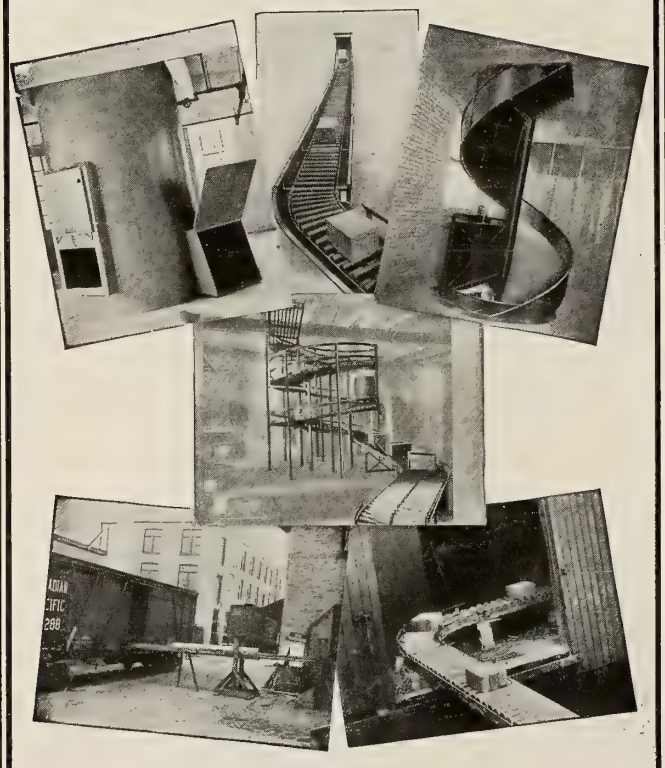
The Dominion Statistician tells us of the $500,000,000 worth of goods coming annually to the United States from Canada:

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Partly manufactured	24.9%	57.2%
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Department of Industries Does Good Work

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ACCORDING to the report presented in the B.C. Legislature recently by the Hon. John Oliver, Premier and Minister of Industries, the provincial department of industries which was established two years ago for the purpose of extending financial and other assistance to deserving manufacturing projects in that province, during the year 1920, granted loans amounting to $630,658. Loans totalling $3,044,050 were applied for, showing that four-fifths of the applications, were not favorably considered. Six applications, according to the report, were under advisement at the end of the year, and about forty-five were being investigated.

The report gives a good indication of the establishment of new industries in British Columbia from the fact that by December 31st, 1920, 362 applications for loans had been received by the Department and of this number 60 had been approved and had been granted financial assistance.

The report graphically illustrates the wide range of manufactured articles produced in British Columbia, the firms assisted including sawmills and shingle mills and concerns manufacturing furniture, boots and shoes, toys, cut-to-fit buildings, machinery, fish by-products, neckwear, boats, boxes, electrical appliances, woollens, phonographs, concrete blocks, cigars, sandpaper, knitted goods and canned products. Probably the most striking feature of the report is the statistical summary of British Columbia industries. There are 567 logging firms in the province, employing 11,250 persons, at an average wage of $5.25, and an aggregate in wages paid for 1920 of $15,336,155. The 385 saw and shingle mill firms in the province paid out in wages $14,426,922 to 12,645 employees —an average daily wage of $4.43.

Metal mining firms numbered 117, with a payroll aggregating $4,656,358, whose 3,663 employees received an average of $4.89 per day. Eighteen coal mining firms paid 7,147 employees $9,700,000 in 1920, or an average of $5.22 per day. Five pulp mills employed 2,822 persons at an average wage of $4.12, the total for the year being $3,627,223.

There are sixty-one planing mills and wood-working plants, with 1,902 employees, receiving an average wage of $3.46, or $1,711,496 for 1920. Five firms are engaged in the reduction and smelting of ores. They paid their 1,081 employees $1,407,786 last year an average wage of $5.01. Fruit and vegetable canning firms, numbering forty-five, with 858 employees receiving $956,761, or $4.95 per day. Six oil refineries engage the service of 332 persons at $4.96 per day, the year's aggregate being $426,965.

There are 569 employees engaged in the service of the eighteen confectionery establishments in the province. They average $2.35 per day. Other important industrial figures follows:

Firms.	Employees.	Ave. wages.
Creameries, 25	269	$3 28
Cigars, 11	134	3 33
Food Products, 22	611	4 11
Cans, 3	335	3 19
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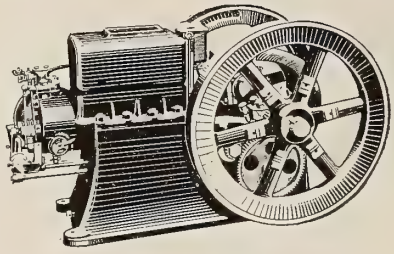
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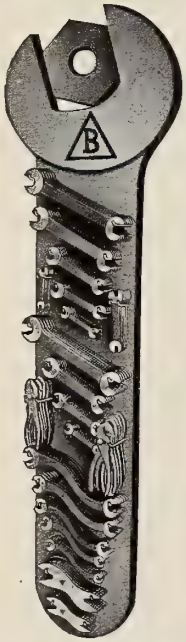
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Review of British Export Trade in 1920

Statement by the Officer in Charge of the Office of the Department of Overseas Trade in Toronto, Based on Information Supplied by the Head Office in London

THE year 1920 will be long remembered for the chameleon-like character of its economic experience. On the whole, its aspect was fair at the beginning of the year. True, the incomes of many national Governments were insufficient to meet their expenditure, debts were piling up and currencies were being recklessly inflated. The United Kingdom could see its way to make the national budget balance, but the nation was piling up debts in other directions, the heavy excess of imports over exports during 1919 showing that large quantities of goods were being purchased from overseas for which we were unable to export goods in exchange.

Demand, however, was strong and insistent, and Britain's industries were showing a remarkable capacity to regain their pre-war power of production after the devastating effects of the war. As early even as the beginning of last year, the rate of this recovery was clearly visible. During the previous year export trade had increased at a remarkable rate. For the first quarter of that year, exports of United Kingdom produce were between 40 per cent. and 50 per cent. of the quarterly average of 1913, this figure being reached after revaluing the exports at the 1913 level of prices. By the last quarter of the year they had increased to about two-thirds of the 1913 quarterly average.

At the same time as export trade was thus increasing, the needs of the United Kingdom were by no means being neglected. Disorganized industries were rapidly reorganized and re-equipped, the soldiers demobilized from the army and civilians from the munition factories were absorbed into industry at a speed far exceeding all expectations. There is little wonder that the year's work was entered upon in an optimistic and confident spirit.

The experience of the first three or four months tended but to confirm this optimistic spirit. The urgency of demand continued and future well-being appeared to depend almost entirely on the capacity of Great Britain to produce the goods demanded—a capacity which was steadily, even marvellously growing.

Export by Industrial Groups.—Total exports continued to increase, right up to and including the third quarter of the year 1920. The rate of increase, it is true, was not as great as during the previous year, but even so was still fairly considerable.

It must not be assumed from this that the depression of trade was felt only during the last quarter of the year. In most transactions there is a considerable interval between the booking of an order and the delivery of the goods. The first sign of depression is felt by the manufacturers in the reduction of the number of orders booked, and in the cancellation of orders already on the books. This stage was reached during the late spring and early summer. The increase in export trade, as shown by the statistics, was not, therefore, an index of increasing demand, it was merely an indication of the increased rate at which orders already booked could be executed.

The increase during the first three quarters of the year was practically confined to the manufacturing industries. This was all to the good, as it is on the export of manufactured goods that the United Kingdom mainly depends in order to pay for the goods and raw materials it is necessary to import. Normally they amount to over 80 per cent. of her total exports.

The greatest increases were those shown for iron and steel, machinery, vehicles, and all kinds of textiles. Of an increase of £7,000,000 (1913 values) in the second quarter over the first, more than £3,000,000 was for textiles, nearly £1,400,000 for iron and steel, the same for machinery, and

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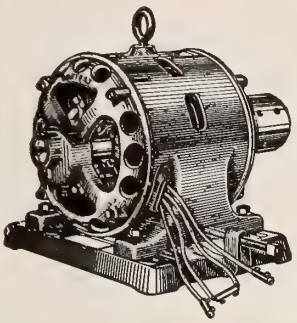
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£1,900,000 for vehicles. By the third quarter textiles had begun to drop, but iron and steel, machinery and vehicles continued their increase, the last-named at an accelerated rate.

During the fourth quarter export trade showed a decided drop. In one quarter the whole increase in the flow of export was lost. The reduction is distributed over all manufacturing industries, with the exception of earthenware and glass, cutlery, electrical goods, machinery, manufactures of wood and timber, and paper and cardboard. These cases continue to show slight increases, but in no instance has the rate of increase exhibited during previous quarters been maintained.

Market Distribution of Exports.—The market distribution of British exports has also undergone considerable change during the year. The percentage of total exports going to markets within the Empire during each of the four quarters of the year was 31.3 per cent., 38.3 per cent., 39.5 per cent., and 40.1 per cent. respectively. For the whole year the Empire markets received 37.5 per cent. of our exports. This, however, merely illustrates a tendency for the distant markets to receive more nearly the same proportion of these exports as they did before the war. In 1913, for instance, the European and Mediterranean markets received 38.56 per cent. of the total exports. In the second quarter of 1919 they took no less than 64.74 per cent., in the first quarter of 1920 they fell to 51.70 per cent., and during the last quarter to 39.4 per cent., this last figure being only .84 per cent. above the 1913 proportion. The adjustment between the proportion of exports going to near and distant markets was, however, practically complete by the second quarter of 1920. The fall in exports registered by the figures for the last quarter affected trade with all markets fairly evenly, ex-enemy countries, South and Central America and Russia being the only considerable exceptions. These countries received British exports of greater value during the last quarter of 1920 than during the previous quarter. On the other hand, five of the largest groups not only took a smaller value of these exports than they did during the previous quarter, but the reduction was considerably greater in these markets than in any of the other. These markets were European countries neutral during the war, European countries allied to the United Kingdom during the war, the European Fringe, Canada, and the U.S.A. Exports to the remaining groups of markets decreased, but not by so great a proportion as the five markets just mentioned. It will be noted that this latter group includes all the more distant markets in the Eastern hemisphere.

Volume of Exports to Various Markets.—It is not possible from the information at present available to estimate with any guarantee of accuracy changes in the volume as distinguished from the value of exports going to different markets. A comparison shows how the prices of United Kingdom exports compare with pre-war prices. For each of the four quarters of 1920 these were 326 per cent., 358 per cent., 376 per cent., and 373 per cent. of the 1913 level of prices, the average for the whole year being 358.3 per cent. The only method at present available for estimating what the value of the exports going to various markets would have been at the 1913 level of prices is to correct the quoted values by the above index numbers. There is in this method, however, considerable liability to error, as all markets do not receive the same proportion of the various kinds of British exports. In the case of countries to which a large proportion of coal or cottons is included among the exports, correction by the above index numbers might have the effect of overstating the 1913 values of the exports, and in the case of those where no coal is exported, but a large proportion of machinery is sent, of understating the 1913 value. This follows directly from the fact that the price index for coal was 600.3 per cent., for cotton textiles 459.1 per cent., and for machinery 272.3 per cent., as compared with the average 358.3 per cent. of the 1913 level.

If, however, we venture to ignore this difficulty, we may secure some interesting comparisons of the variation in the direction of trade measured by volume, assuming provisionally

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that the composition of trade with any particular region has varied in conformity with changes in the composition of exports as a whole.

On this basis it can be seen that the volume of exports to all the European and Mediterranean markets during the fourth quarter of 1920 was considerably less than it was in 1913, whereas from the second quarter of 1919 until the third quarter of 1920 it was in excess of the 1913 volume. On the other hand, the volume of exports sent to South and Central America have steadily increased throughout this period, the volume for the last quarter of 1920 being about double that for the second quarter of 1919 at between 65 per cent. and 70 per cent. of the 1913 volume. An interesting point to note in connection with these statistics is that at no time during the past two years has the value of goods going to distant markets, including the British Dominions, been as great as that sent in 1913. It would appear, therefore, that so far as British exports are concerned, the complaints of glutted markets which have been heard on all sides require some other explanation than actual superfluity. The true reason is, of course, to be found in the change which has come over the general credit situation, and the impossibility of maintaining demand in face of a general and rapid fall in prices.

Big Order for Ties

British Columbia Mills to Cut Eight Million Feet for Egyptian State Railway

British Columbia mills have recently started to cut an order of eight million feet of ties for the Egyptian State Railway. The ties will be shipped to Alexandria late in April on board two ships of the Canadian Government Merchant Marine. The order in all probability is a forerunner of further and larger contracts for British Columbia mills, as the Egyptian State Railway is understood to be preparing for a large building programme.

The order has been in the hands of the Canada Overseas Trading Company for some weeks but numerous obstacles arose which had to be surmounted. This company is a new organization composed almost entirely of returned men. H. Clarke, of London, is president and manager of European branches; H. J. Haslett, Vancouver, is vice-president and manager of branches at Montreal and Sydney, N.S.W.; Arthur E. Salsbury is manager at Vancouver. The company shipped 8,000 cases of salmon to Egypt last year and has orders for 10,000 cases this year.

Exporting Threshers

Over Two Hundred Carloads Shipped Last Year to U.S. by Hamilton Company

During 919 the Sawyer-Massey Co., Limited, Hamilton, shipped to and sold in the United States over eighty carloads of their threshers. In 1920 the business was increased to over two hundred carloads. For 1921 they have on their books a large order for further shipment of threshers. This is an entirely new development for the company as, up to two years ago, none of the company's product had ever been sold in the United States. When Mr. H. W. Hutchinson, vice-president, became identified with the company, he immediately set about obtaining a connection across the line with the results indicated. The foreign business secured, together with the domestic trade, permits the company to operate their plant for the twelve calendar months of each year continuously.

An addition to the engine-room and boiler-house of the Bell Thread Company, Limited, Hamilton, Ontario, is being made. A new 125 h.p. boiler is also being installed, making a total outlay of $10,000.

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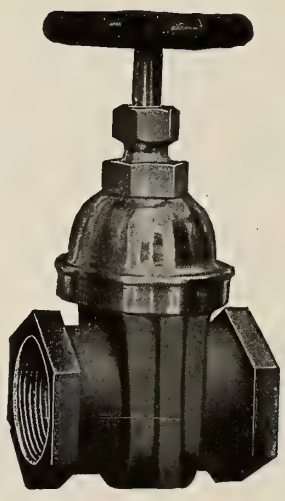
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2 2 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
2 2 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
3 1 h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
7 ½ h.p. Peerless, 110/220 volt, 25 cycle, 1500 rev.
5 ½ h.p. Wagner, 110/220 volt, 25 cycle, 1500 rev.
1 1 h.p. Wagner, 110/220 volt, 60 cycle, 1800 rev.
1 1 h.p. Westinghouse, 110/220 volt, 60 cycle, 1800 rev.
4 ½ h.p. Wagner, 110/220 volt, 60 cycle, 1800 rev.

Split Phase.

2 1 h.p. St. Louis, 110 volt, 60 cycle, 1800 rev.
2 ½ h.p. Menominee, 110 volt, 60 cycle, 1800 rev.
4 ¼ h.p. Menominee, 110 volt, 60 cycle, 1800 rev.
4 ¼ h.p. Ohio, 110 volt, 60 cycle, 1800 rev.
4 ⅛ h.p. Menominee, 110 volt, 25 cycle, 1500 rev.

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Toronto

Deaths Among Prominent Manufacturers

William Clarke

Founder of Clarke City, Quebec, and Pioneer Paper Maker Dies in New York

The death occurred in New York, on March 4th, of William Clarke, of Toronto, one of the pioneers of the pulp and paper industry in this country, and the founder of Clarke City, Quebec, now a prosperous manufacturing centre of 10,000 inhabitants. Such an individual achievement within a few years, says the Toronto *Saturday Night*, could only be possible in a young country such as this, and in a century like our own, in which industrial organization had been carried to a point of unexampled efficiency.

The late Mr. Clarke was born in Toronto seventy-one years ago and was one of a family of three brothers, all of whom have shown astonishing business enterprise. His brothers, James and George Clarke, of New York, are famous in the publishing business on both sides of the Atlantic, as the men who put the "Encyclopedia Britannica" on a business basis, and who by their initiative helped the London *Times* over a very serious crisis in its fortunes. The close association of all three brothers with Lord Northcliffe is well known.

Mr. Clarke in his early days was a building contractor in Toronto, and amassed a considerable private fortune. Twenty-one years ago next summer, while taking a pleasure trip with his brothers on the lower St. Lawrence, he became impressed with the possibilities of the pulp and paper industry in that region. Together they purchased a thousand acres of pulp-wood limits at Seven Islands, Saguenay, and near there erected mills and established the municipality of Clarke City. Their enterprise did not cease merely with the creation of an industrial plant. Under the supervision of William Clarke an entire town of modern equipment was erected, with good roadways, sewers, sidewalks, electric lighting, a sanitary water system, hotels, residences and stores. In twenty years Clarke City has grown from nothing to a town of ten thousand population, centering around the Gulf Pulp and Paper Company, which employs 1,000 hands and has an annual output of about three million dollars value. This plant was recently sold to Lord Northcliffe. Four of Mr. Clarke's sons, Frank W., Walter, Desmond and Wilfrid have been identified with this industry and all reside in Clarke City.

Six months ago Mr. Clarke was stricken with pernicious anæmia and went to New York for treatment, which proved unavailing. His body was brought to his home at 39 Beatty Avenue, Toronto, for burial, which took place on March 7th. On Saturday, March 5th, when the news of his death reached Clarke City, a mass meeting of citizens was immediately called, and the following resolution passed: "That this meeting of the citizens of Clarke City records its profound sense of loss and bereavement on the death of Mr. William Clarke; its high appreciation of his unparalleled initiative as one of the founders of this community, and of his sterling worth as a man of personal honor and unimpeachable integrity; its proud recognition of all that he has achieved for Clarke City and its commercial and social welfare."

George Y. Chown

President of Wormwith Piano Company and Former Registrar of Queen's University

In the morning of March 2nd George Y. Chown, for many years a member of the Executive Council of the C.M.A., died at his home in Kingston, Ontario, after an illness of two years. Mr. Chown was sixty years of age, and was a son of the late Edwin Chown. After graduating in Arts at Queen's University in 1884, he entered his father's business, whole-



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sale and retail hardware, later buying out his father's interest. He was secretary-treasurer and registrar of Queen's University for about twenty-two years, succeeding Rev. George Bell, D.D., as registrar in 1897. Two years ago he retired from the registrarship. He possessed administrative and financial ability of an exceedingly high order and was a pillar of strength to Queen's. Two years ago he endowed a chair in the university.

Mr. Chown was president of the Wormwith Piano Company, Kingston, and a member of the McCarthy Irwin Company, Montreal. He was financially interested in many business and financial institutions, and was uniformly successful.

Beginning as a member of the Board of Education, he was later chairman, and also president of the Ontario School Trustees' Association; alderman for Victoria Ward, and latterly one of the public utilities commissioners. Quite recently he presented to the city the handsome building at the corner of Brock and Bagot streets for use as a free public library. He was a member of the Frontenac Club, Kingston Health Association, the Canadian Club, the Kingston General Hospital Board, Board of Trade and Kingston Yacht Club.

Joseph Nelson Tallman

Death of the President of the Tallman Brass and Metal Company, Limited

Joseph Nelson Tallman, president of the Tallman Brass and Metal Company, Limited, Hamilton, died recently at St. Joseph's Hospital. Mr. Tallman had been ailing for some time past, but the news of his death will come as a shock to a wide circle of friends. He was born in Hamilton on North John Street 73 years ago and had been a resident there practically all his life. He was a member of the First Methodist Church and held the office of trustee and member of the quarterly board of the church for a number of years. He was one of the oldest members of the A.O.F. and Chosen Friends, but during the last few years did not take an active part in these organizations. In 1896 Mr. Tallman purchased the brass business on North Wellington Street from William Hunter and since that time has enlarged the plant, which is now situated at the corner of Sanford Avenue and Wilson Street.

In business circles Mr. Tallman was well known, and he took a very active and prominent part in the management of his firm until his last illness.

William Davies

A Pioneer of Canadian Industry Dies in His Ninetieth Year

A pioneer of Canadian industry, William Davies Company, Limited, died at his Toronto home on March 21st. He was in his ninetieth year, and his long life is a record of industry and perseverance.

Born in England in 1831, Mr. Davies came to Canada and started a small provision store in Toronto in 1854. The business developed and he began exporting dressed hogs to England. From this he branched into the export of bacon, which was the foundation of the William Davies Company's business. During his active business career Mr. Davis was instrumental in improving the standard of hog-breeding and gaining a high reputation for Canadian bacon in the English market. In 1891, when Sir Joseph Flavelle joined the firm, he withdrew from active connection with the company.

With the late Sir William Gage he took a keen interest in the affairs of the National Sanitarium Association and was

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A pail that is made for just one purpose—to afford real fire protection at little cost.

A pail that will be where you want it when you want it—its construction necessitates its being placed in a rack or on a hook when not in use.

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At all good hardware dealers.

Eddy Fire Pails are Made-in-Canada in the big Eddy plant at Hull, Quebec.

THE E. B. EDDY CO., LIMITED, Hull, Canada

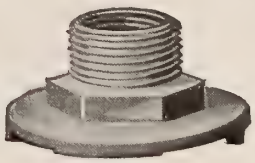
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FILES

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Port Hope, Ontario

one of the principal donors to the Queen Mary Hospital for Consumptive Children. Many other causes—charitable, educational and religious, are also indebted to him for generous support. By his death Canada has lost a valuable citizen and Canadian industry has lost a man whose integrity and ability may well be remembered with pride.

Charles K. Hagedorn

President of Kitchener Buttons, Limited, and Kitchener Suspender Company, Limited

The death of Charles K. Hagedorn, president of Kitchener Buttons, Limited, and of the Kitchener Suspender Company, Limited, occurred suddenly on the afternoon of March 12th. Mr. Hagedorn had been seriously ill for about a year, but had recovered sufficiently to attend to his business affairs several hours daily.

The late Mr. Hagedorn was born in Waterloo County near Kitchener sixty-two years ago. After completing his education in 1877, he taught school until 1884, when he became a travelling salesman for button concerns, in which capacity he continued for five years. Mr. Hagedorn then commenced the manufacture of suspenders and buttons, his business becoming one of the most successful in the Dominion. He took a keen interest in municipal affairs, and was a member of the City Council for some years, and was the first chairman of the local Light Commission. He was president of the Board of Trade for two years, and has been an active member of the Kitchener and Waterloo Manufacturers Association.

Industrial Statistics

Lumber Industry

Total Production of Industry in 1919 Approaches One Hundred and Thirty Millions

The Dominion Bureau of Statistics has issued figures covering the operations of the lumber industry of Canada for 1919. 3,410 plants are included of which 1,419 are in Quebec, 852 in Ontario and 486 in Nova Scotia. The capital invested and other statistics are as follows:—

LUMBER INDUSTRY.

Capital invested	$231,203,247
Land, buildings, machinery, etc.	$109,299,935
Materials on hand, etc.	$66,845,034
Cash and accounts	$55,058,278
Employees (number)	73,480
Salaries and wages	$60,999,020
Fuel consumption (value)	$844,960
Miscellaneous expenses	$31,280,905
Raw materials (value)	$72,691,337
Logs for lumber	$64,800,352
Bolts for shingles	$3,480,943
Rough lumber	$2,081,601
All other materials	$2,328,441
Production (total value)	$222,648,790
Sawn lumber	$129,041,688
Shingles	$13,524,345
Lath	$2,157,758
Logs, timber, pulp wood	$77,924,999

Meat Industry

Operations of 82 Plants for Calendar Year, 1919, are Reviewed in Detail

Following are the statistics recently issued in connection with the operations of abattoirs and packing houses by the Dominion Bureau of Statistics. There are 82 plants included,

GASOLINE TANKS



COPPER-STEEL
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HIGH-CLASS
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For Underground Storage of Gasoline
Any Fittings to Suit Supplied

A high quality tank steel welded throughout, making it practically a one-piece tank. Treated with an odorless, anti-rust oil, and then painted on the outside with anti-rust acid-proof black paint. They are practically rust and corrosion proof. We are tank builders. We make a specialty of tanks. Anything we turn out in this line you can depend on. They are made by expert workmen. We put our best efforts into tank building; it is our specialty. Our tanks are built to conform to the requirements of the National Board of Fire Underwriters. They are all tested before leaving our works under air pressure by a competent superintendent and then crated and shipped so they will reach you in good condition. We believe our prices will appeal to you as being very reasonable. Nothing but the best will do for handling gasoline. If not as represented when it reaches your station, fire it back at our expense. Can we do fairer? Any size made to your order.

FULL LINE SELF-MEASURING PUMPS ALSO GASOLINE TRUCK TANKS
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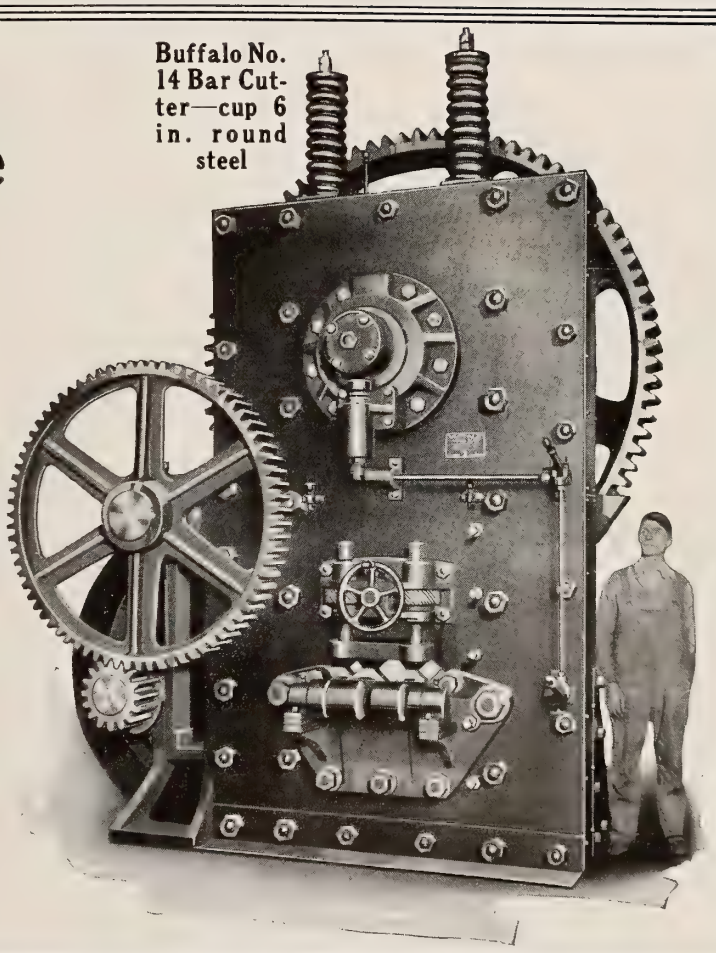
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These machines have frames made of tough unbreakable rolled steel plates—bolted and doweled together to form one solid integral whole that will withstand continuous maximum capacity service.

Yet capacity for capacity "Armor Plate" machines are lighter and occupy less floor space than any cast iron or steel machine.

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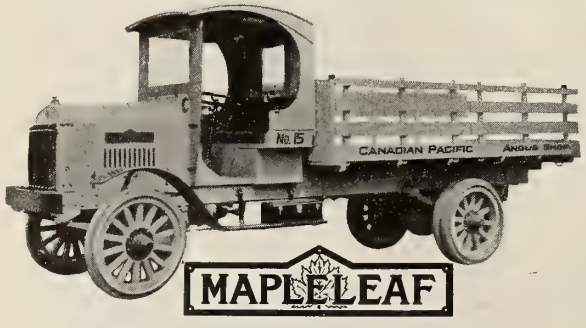
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The axle shafts are of the same big husky design. They are made of the strongest steel alloy known, and revolve in the wheel on heavy ball bearings.

You ought to see this axle. You will have a great respect for the truck of which it is a part.

MAPLELEAF MANUFACTURING CO.
Limited
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of which 28 are in Ontario, 15 in Quebec and the rest scattered in smaller numbers through the other provinces.

MEAT INDUSTRY.

Capital investment	$93,363,791
Land, buildings, and fixtures	$20,363,613
Machinery and tools	$7,428,922
Materials on hand, etc.	$36,762,819
Cash and accounts	$28,808,437
Employees and Wages:—	
Male	11,770
Female	1,452
Salaries and wages	$15,302,388
Fuel consumption (value)	$1,033,913
Miscellaneous expenses	$19,215,797
Materials used (value)	$175,133,821
Products (value)	$233,936,913

Leather, Boots and Shoes

One Hundred and Sixty-One Plants Produce Goods to Value of $63,319,128

Preliminary figures on the leather, boot and shoe industries for 1919 have been issued by the Dominion Bureau of Statistics. The number of plants is 161, of which 91 are in Quebec and 56 in Ontario. Other principal statistics are:—

LEATHER, BOOTS AND SHOES.

Capital investment	$38,680,581
Land, buildings and fixtures	$6,249,620
Machinery and tools	$3,313,224
Materials on hand, etc.	$20,384,545
Cash and accounts	$8,733,192
Employees:—	
Male	9,755
Female	5,586
Salaries and wages	$13,250,744
Fuel consumption (value)	$168,954
Miscellaneous expenses	$4,408,646
Materials used (value)	$40,523,696
Production:—	
Number of pairs	19,160,749
Value at factory	$63.319,128

Shipbuilding Industry

Two Hundred and Twenty-nine Vessels of Five Tons and Over Built in 1919

A preliminary report on the ship and boatbuilding and repairing industry in Canada for the calendar year, 1919, has been completed by the Dominion Bureau of Statistics. The report shows 78 shipbuilding and 99 boatbuilding plants in the Dominion. Other statistics are:—

SHIPBUILDING INDUSTRY.

	Shipbuilding.	Boatbuilding.
Capital investment	$70,854,028	$1,260,663
Employees (number)	25,429	834
Salaries and wages	$29,836,848	$920.441
Fuel consumption	$956,610	$17,125
Miscellaneous expenses	$7,277,587	$113,921
Materials used	$35,969,327	$587,624
Value of production	$86,489,713	$1,964,426

Nice Order From Jamaica

Sawyer-Massey Co., Limited, Sell Road Machinery to British West Indian Island

After two months of negotiation with the purchasing agent at Kingston, Jamaica, the Sawyer-Massey Co., Limited, Hamilton, were successful in securing recently an order valued at between $80,000 and $90,000 for road rollers, rock crushers, portable bins, screens, engines, dump wagons and scarifiers. All the goods covered by the order have already been made or will be made in the company's plant at Hamilton. The company have been specializing in road machinery during the past three or four years with marked success and believe that they have supplied about 85 per cent. of all the road machinery sold to Canada during the past two years.

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Book Reviews

Improving Export Methods

Export Packing. A guide to the methods employed by successful shippers. By C. C. Martin, with chapters by M. C. Fitzgerald, D. T. Abercrombie and H. N. Knowlton. New York: *The American Exporter*, 370 Seventh Avenue. $10.00.

A great obstacle to the building-up of a successful export trade has for many years been found in faulty packing of goods for shipment. The present work is a constructive attempt to remedy this defect by supplying the knowledge and technique necessary to overcome it.

The book clearly explains the application of principles of economical and efficient packing to all classes of commodities, from fragile glassware to heavy machinery. In addition their successful application is graphically illustrated by more than 350 photographs, diagrams and drawings, showing the methods employed by the largest exporters in every line. Aside from its usefulness to exporters, this book contains much information applicable to the problems of domestic shippers, especially those who make use of coastwise lines.

The contents of the book are well arranged for constant reference. Chapters are devoted to the principles underlying the use of each type of container, such as cases, crates, bales, barrels, bundles, cartons, tins, etc., and these are illustrated by reproductions of specifications and mechanical drawings as well as by half-tone engravings. Other chapters are devoted to the packing methods employed in shipping all classes of goods overseas. Automobiles, machinery, agricultural machinery, textiles, hardware and tools, glass and fragile goods, furniture and office supplies, bulky cargo and miscellaneous commodities are each fully treated in separate chapters.

Regulations of foreign customs houses are given and questions, such as packing to avoid damage in tropical climates and packing for other special requirements, are fully considered. The author has enlisted the collaboration of authorities on export packing and some of these have written chapters on special subjects.

Fire Prevention Booklets

Lightning, its Origin and Control, by George F. Lewis, and the *Second Annual Report of the Ontario Fire Prevention League, Inc.* Toronto: The King's Printer.

The first of these booklets is a reprint of an address delivered by George F. Lewis, Deputy Fire Marshal of Ontario, before the fifteenth annual convention of the Fire Marshals' Association of America, held in New York City last December. Mr. Lewis is a strong advocate of the lightning-rod as a safeguard for buildings. During the year 1919, in the Province of Ontario, there was a total loss from lightning fires of $506,907. This loss Mr. Lewis designates unnecessary waste, since good lightning-rods, properly installed, are more than 99 per cent. efficient. While the loss for each fire caused by lightning in 1919 averaged $714, the total loss on two protected buildings that were struck amounted to $22. The author advocates Government inspection of lightning-rod installations, and a suitable discount in insurance rates for buildings properly protected.

The second publication is a full report of the proceedings at the Ontario Fire Prevention League's annual convention, held in Toronto on October 5th, 1920. While the fire loss in Ontario is still high, amounting to $10,514,232 for the year 1919, it is gratifying to note that these figures show a reduction of 33 per cent. from the loss for 1918. In Canada as a whole the reduction was 23 per cent., while the reduction for the entire continent was approximately 15 per cent., a comparison that puts the work of Canadian fire prevention societies in a very creditable position.

Some valuable papers on various aspects of fire prevention work were read before the convention, and they are

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Baker & Adamson's Chemically Pure Acids and Chemicals.
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included in the booklet. A particularly illuminating report, showing what personal effort can accomplish, was given by Mr. Duncan, fire prevention officer of the Township of Barton. In 1913 he and a few other men started an association. With little money, as the work was purely voluntary, but with plenty of persistence, they worked at cleaning up possible sources of danger, so that in the year previous to the convention the total fire loss for the township was only $210.

Production and Trade

Canadian Goods and the World Market. Toronto: The Canadian Bank of Commerce.

A statement of the industrial situation in Canada from the standpoint of production and trade is presented in this booklet, which is published chiefly for the information of importers of Canadian goods and of capitalists seeking a profitable field for investment. The arrangement of the information is by provinces. For each one a brief summary is given showing the extent of its natural resources and manufactured products and the relative importance of its native industries. With the summary of each province a list of business opportunities has been included, suggesting to the prospective investor the lines upon which natural resources should logically be developed.

Five statistical tables supply details of import and export trade with the principal countries of the world and comparative values of Canadian products for the past two decades. The concise form in which imports and exports for the fiscal year ended March, 1920, are presented is particularly convenient for reference.

Progress of Works Councils

Joint Councils in Industry. Bulletin No. 1. Industrial Relation Series. Department of Labor, Ottawa.

This pamphlet of 24 pages has been published by the Department of Labor with a view to giving employers and employees information on the principles and practices governing industrial councils and works committee. It deals with developments along these lines in Canada, Great Britain, the United States and continental Europe, and condenses a great deal of useful information into small space. Thus in Canada we are told that in July, 1920, the number of employees coming within the scope of joint councils and committees was 145,000. The basis of representation on these councils, the meetings, committees and procedure, the matters dealt with and the results are all summarized, while more specific information is given about individual instances. A useful list of reference works is appended.

The Phosphate Industry

Phosphate in Canada. By Hugh S. Spence, M.E., Ottawa, Mines Branch, Department of Mines.

A comprehensive review of the phosphate industry in its many branches, as carried on in Canada, is presented in this publication of the Department of Mines. The year 1870 is mentioned as the beginning of phosphate mining in Canada, when there was a recorded output of 1,200 tons valued at the mine at $13,600. This was produced from two mines in Lanark County, Ontario, and part was shipped to Great Britain and part consumed in the manufacture of superphosphate in the works of the Brockville Chemical Company. Between 1875 and 1880 a number of mines were discovered in Quebec and later the "phosphate boom" started, and lasted

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till increased production in the Southern States brought about a serious decline in prices.

Among early manufacturers of phosphorus products are mentioned the Brockville Chemical and Superphosphate Company, established at Brockville in 1869; the Standard Fertilizer and Chemical Company, who started a small plant in Smith's Falls, Ontario, in 1887; and G. H. Nichols and Company, who in 1889 commenced the manufacture of superphosphate at Capelton, Quebec. There are now many firms engaged in the manufacture of commercial fertilizers, but the mining of apatite has declined as the raw mineral is principally imported from the United States.

Included in the book are descriptions of the forty-seven minerals found in Canadian mica-apatite deposits and several maps showing their principal occurrences. The appendix contains a number of photographs illustrating the subjects treated in the work.

Statistics of Labor

Wages and Hours of Labor in Canada, 1901-1920, Ottawa, March, 1921, Department of Labor.

This bulletin, issued as a supplement to the *Labor Gazette*, contains a series of tables showing the changes which have taken place in rates of wages and hours of labor for various classes of employment between the dates mentioned. Thirteen Canadian cities have been used as a basis of calculation and enough classes of employees in each of the trades covered have been listed to give a fair and complete survey of the general situation.

In order to show the general trend of the movement in wages index numbers have been calculated both from hourly and weekly rates, and these have been averaged by groups for all the localities so as to show the percentage of change in weekly and hourly rates for each group. The hourly rate for common labor in factories increased from 94.9 in 1911 to 215.3 in 1920, the weekly rate for the same period increasing from 99.8 to 198.3. Expressed in money, this represents at Toronto an increase from $11 to $27.75 per week and from 18 to 39 cents per hour; at Halifax, from $8 to $19 per week and at Victoria from 17 to 45 cents per hour. The information on which the tables are based has in general been obtained by Departmental officers and correspondents and from copies of agreements and returns from trade union officials and employers.

Facts About Canada

A New Edition of a Handy Booklet of Reference is Published

The 1921 edition of "5,000 Facts About Canada," compiled by Frank Yeigh, has just been issued by the Canadian Facts Publishing Company, Toronto. It brings up to date the record of Canada's expansion in industry, agriculture, mining and the many other lines which go to make up our national wealth.

The facts are grouped by cities and provinces, and under general heads, such as electrical development, financial and banking, etc. Mr. Yeigh has done his work well, and has contrived to compress a remarkable amount of useful information into the limits of his little book.

International Automobile Fair

Czechoslovak Automobile Club will Hold Fair in Prague from May 28th to July 5th

The Czechoslovak Automobile Club's thirteenth International Automobile Fair will be held at Prague from May 28 to July 5, at the Industrial Palace in that city. Foreigners are invited to display their automobiles, trucks, plough tractors, automobile accessories, motor cycles, bicycles and raw materials at this exhibition. Space and information can be obtained by applying to the Czechoslovak Automobile Club, City Hall, Radnice, Prague I., Czechoslovakia, Europe.

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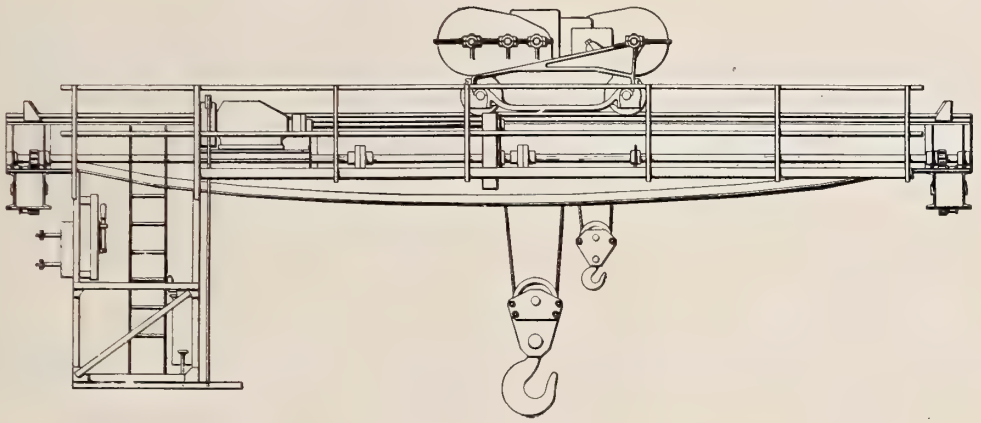
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Personals

Gordon Foxbar Perry

President of Newly Formed Canadian Branch of the English Electric Company

Gordon Foxbar Perry, president and general manager of the National Iron Corporation, Limited, Toronto, has been elected president and chairman of the board of directors of the English Electric Company, Limited, a Canadian company incorporated with a Dominion charter to handle the business in this country of the English Electric Company, Limited, of London, England. Mr. Perry was born on November 28, 1883, in Dundas, Ont., and was educated in Toronto. After serving four years' apprenticeship in the foundry and machine shop of the Canada Foundry Company, Limited, now Canadian Allis-Chalmers, Limited, Toronto, Mr. Perry became a salesman for that firm in 1904, and two years later he was promoted to be Ontario sales manager. In 1910 Mr. Perry resigned this position to become general manager of the newly incorporated National Iron Works, Limited, which subsequently became the National Iron Corporation, Limited. Working jointly with the late Cawthra Mulock, Mr. Perry successfully established the modern foundry in the Eastern Harbor Terminal District, Toronto, for the manufacture of cast-iron water and gas pipe, and upon Mr. Mulock's death he succeeded to the presidency of the company. Mr. Perry is vice-president of the National Steamship Company, vice-president, Eastern Construction Company; director, O'Keefe Brewing Company; vice-president of the newly incorporated Drifting Sand Filter Company, Limited, and a director of several other companies.

Mr. Perry is also director of the International De Lavaud Manufacturing Corporation, a company that has been organized to control the patents for the De Lavaud process for casting iron pipe by centrifugal force. He has been in England for the past three months in connection with the organization of the Canadian subsidiary for the English Electric Company, and on business in connection with the European patents for the De Lavaud process.

C. W. Northcott

Promoted from Regina Branch of Goold, Shapley & Muir Company to General Sales Manager

The Goold, Shapley & Muir Company, Limited, Brantford, Ont., announce that C. W. Northcott, manager of the Regina branch of the company, has been promoted to the position of general sales manager. Mr. Northcott left Regina on March 5th, and is now resident in Brantford. In his new post he will have supervision over all sales, both east and west, and jurisdiction over Western Canada. As general sales manager he will make frequent trips over the western territory in connection with business in the western field.

J. E. Davies

Succeeds C. A. Magrath as President of Lethbridge Iron Works

J. E. Davies, president of the Alberta Foundry and Machine Company, Limited, Medicine Hat, has been appointed president of the Lethbridge Iron Works Company, Limited, succeeding C. A. Magrath. Mr. Magrath will continue with the firm as vice-president. V. W. Parrish, who is secretary of the Alberta Foundry and Machine Company, is the new secretary-treasurer of the Lethbridge Iron Works Company.



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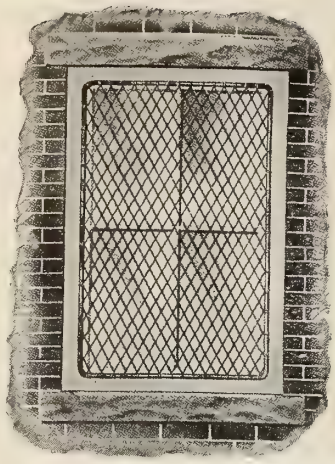
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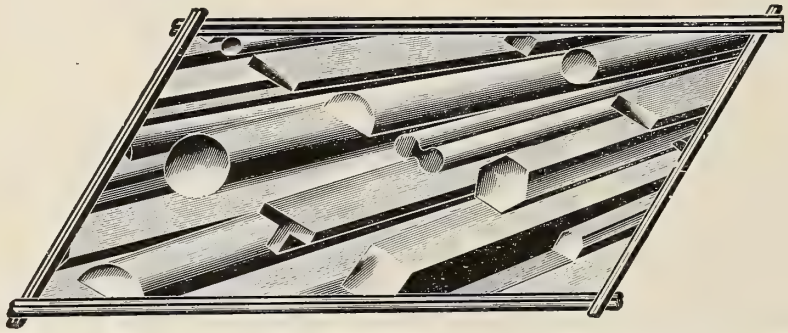


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Wires, Wire Nails, Wood Screws, etc.

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Directors Are Appointed

Colonel J. A. Currie is President of Imperial Steel and Wire Company, Limited

The adjourned annual meeting of the Imperial Steel and Wire Company was held in Collingwood on March 14th, when the following directors were appointed: Colonel J. A. Currie, M.P.; G. A. Royal, G. I. Evans, Dr. Donald McKay, C. I. Currie, J. H. Harrison and H. W. Currie. Colonel Currie announced in his annual report that the new works, which were up to date in every respect, would be completed and ready for work by the end of April, but that at present business was quiet in all lines. At a subsequent meeting of the directors Colonel J. A. Currie was re-elected president and G. A. Royal secretary-treasurer of the company.

Officers Re-elected

Howard Smith Paper Mills, Limited, Hold Annual Meeting

Officers and directors were re-elected for the ensuing year at the annual meeting of the Howard Smith Paper Mills, held in Montreal on March 14th: C. Howard Smith, president; James W. Pyke and J. Alex. Cameron, vice-presidents; J. J. M. Pangman, D.W. Campbell, W. D. Robb, T. P. Howard and Howard Murray, O.B.E., with Harold Crabtree, secretary-treasurer.

Changes in Board

Norman J. Dawes is Elected to the Presidency of the National Breweries, Limited

Norman J. Dawes, of Montreal, was elected to the presidency of National Breweries, Limited, at their annual meeting on March 16th, succeeding the late Andrew J. Dawes. Two other vacancies on the board were created during the year by the retirement of the vice-president, H. A. Ekers, and A. J. Grubert. The three new directors elected were Kenneth A. Dawes, W. O. H. Dodds, and J. D. Hudson, comptroller and secretary of the company. Vesey Boswell and Thos. Cushing were elected first and second vice-presidents respectively.

Printing Trades Exhibition

Will be Held in Royal Agricultural Hall, Islington, During May

In the Royal Agricultural Hall, Islington, London, there will be held from April 30th to May 14th, inclusive, the sixth international exhibition of printing, paper, and other allied trades. A number of new processes will be shown, and a betterment of production is the principal object of the whole exhibition.

"No ex-enemy goods" is the password for 1921, but all allied nations are invited to display their exhibits of printing and engraving machinery, etc. Intending exhibitors may obtain particulars from the Organizing Manager, Exhibition Offices, 36-38 Whitefriars St., London, E.C. 4.

A handsome, substantially-bound new catalogue, profusely illustrated and containing a most comprehensive summary of Diamond Fibre and its different uses, has just been issued by the Diamond State Fibre Company of Canada, Limited.

W. E. Finnegan has resigned from the position of general sales manager of the Gray-Dort Motors, Limited, Chatham, Ontario, and has been appointed general director of sales of the Ruggles Motor Truck Company, Limited, London, Ontario.

Canadian Paperboard Company Limited

LARGEST MANUFACTURERS OF PAPERBOARDS IN CANADA

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The Pulse of Business in Canada

Building Conditions

Large Increase in Value of Contracts Awarded During February

Building and engineering operations in Canada took a splendid spurt during February, when contracts to a value of $17,641,000 were awarded, being an increase of $8,693,500 over January, and a decrease of only $696,100 from February, 1920. These figures, compiled by MacLean Building Reports, Limited, represent the value of 734 different projects compared with 438 separate contracts awarded in January. The February figures in detail are as follows:

	No.	Value.
RESIDENCES		
Frame	124	$414,500
Brick	420	2,571,500
BUSINESS BUILDINGS		
Frame	35	202,400
Brick	96	10,609,200
Concrete	1	3,000
INDUSTRIAL BUILDINGS		
Frame	2	79,000
Brick	27	1,113,000
ENGINEERING CONSTRUCTION		
Steel Bridges	3	133,500
Concrete Bridges	1	17,500
General Engineering	25	2,497,400
Total for Dominion	734	$17,641,000

Trade Returns

Imports and Exports for February Show a Considerable Decrease

Imports and exports during the month of February were considerably lower than those for the corresponding period in 1920, according to the summary issued by the Department of Customs. In the imports the decrease is greater with free products than with dutiable ones, a decline of almost eleven millions being shown by the former, as compared with about five millions by the latter. Following are the statistics of February trade:—

Imports Entered for Home Consumption.

Month of February.

	1920.		1921.	
	Free.	Dutiable.	Free.	Dutiable.
Agricultural and vegetable products, mainly foods	$3,379,859	$8,980,019	$1,948,755	$8,715,173
Agricultural and vegetable products, other than foods	5,049,257	3,588,446	2,210,303	6,771,436
Animals and animal products	2,567,072	4,018,701	880,915	2,813,373
Fibres, textiles and textile products	7,929,670	15,850,109	2,262,066	7,915,852
Chemicals and chemical products	985,438	1,437,882	891,470	1,009,354
Iron and steel and manufactures thereof	1,792,151	12,184,566	2,175,389	11,610,505
Ores, metals and metal manufactures, other than iron and steel	1,850,254	2,472,563	681,143	2,003,785
Non-metallic minerals and products	4,364,694	4,110,013	5,498,131	7,597,627
Wood, wood products, paper and manufactures	1,218,930	1,833,131	1,202,870	1,964,713
Miscellaneous	1,185,553	2,698,548	1,831,443	1,986,204
Total	$30,322,878	$57,173,978	$19,582,485	$52,388,022
Duty collected		$14,966,558		$10,285,460



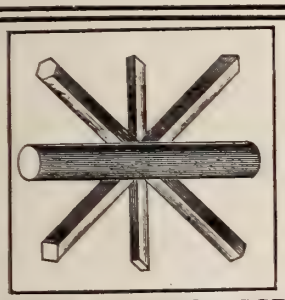
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FREE CUTTING SCREW STOCK PISTON AND PUMP RODS FINISHED KEYS

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Manufacturers' Automatic Sprinklers



They safeguard your property day and night, for the action is automatic—the water starts when the fire starts. They will cut down your insurance premiums. Get particulars.

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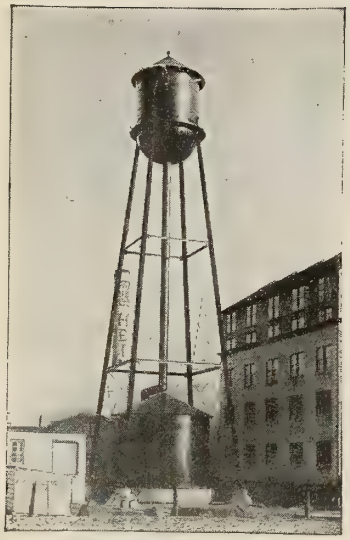
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EXPORTS.

Month of February.

	1920. Domestic.	1920. Foreign.	1921. Domestic.	1921. Foreign.
Agricultural and vegetable products, mainly foods	$26,066,583	$154,780	$27,418,615	$68,954
Agricultural and vegetable products, other than foods	2,303,080	54,923	988,618	16,943
Animals and animal products	17,650,176	174,134	10,519,301	94,326
Fibres, textiles and textile products	1,798,912	184,344	976,733	207,288
Chemicals and chemical products	1,658,645	87,232	966,049	47,700
Iron and steel and manufactures thereof	5,274,583	2,744,638	3,821,966	332,592
Ores, metals and metal manufactures, other than iron and steel	4,959,328	121,749	2,882,646	74,729
Non-metallic minerals and products	1,810,492	14,076	1,687,633	37,603
Wood, wood products, paper and manufacture	16,858,979	24,666	15,000,909	38,323
Miscellaneous	8,274,412	141,606	975,268	158,994
Total	86,655,190	$3,702,148	$65,237,738	$1,077,452

Bank Clearings

Decrease of 8.6 Per Cent. Shown in February Clearing House Returns

Bank clearings for the month of February, 1921, as re-reported by the *Financial Post*, show a decrease of $121,478,022 or 8.6 per cent. when compared with those for February, 1920. The decline shows mainly at Montreal, where clearings are $115,670,465 lower than they were a year ago. The largest increase in amount is reported from Toronto. Following are the clearings for February and the changes:—

	February, 1921.	Change.	%
Toronto	$408,802,335	+$17,964,065	4.5
Montreal	422,940,799	—115,670,465	21.4
Ottawa	29,988,218	—4,043,532	11.8
Hamilton	21,962,250	—2,712,816	10.9
Quebec	23,155,877	—1,804,488	7.2
Halifax	13,520,684	—2,492,938	15.5
St. John	10,841,239	—886,563	7.5
London	11,420,183	—1,354,663	10.6
Windsor	11,287,194	+1,048,673	10.2
Brantford	4,905,499	+130,910	2.7
Kitchener	3,472,010	—530,006	13.2
Sherbrooke	4,293,446	+420,034	10.8
Peterboro'	3,378,990	+201,102	6.3
Winnipeg	175,892,553	+7,276,591	4.3
Vancouver	53,218,954	—9,270,053	14.8
Calgary	24,790,795	—5,222,509	17.4
Edmonton	18,503,237	—1,147,703	5.8
Regina	13,601,611	+489,604	3.7
Victoria	9,410,534	—1,750,390	15.6
Saskatoon	6,722,876	—558,787	7.6
Moose Jaw	4,875,828	—751,543	13.3
Ft. William	3,464,579	—63,738	1.8
Brandon	2,611,496	+113,798	4.5
New Westminster	2,441,207	+22,243	.9
Lethbridge	2,403,892	—383,527	13.7
Medicine Hat	1,556,627	—75,901	4.6
Prince Albert	1,284,263	—425,421	24.8
Total	$1,290,747,165	—$121,478,022	8.6
Moncton	4,377,519		

Branch Offices in Canada

Dwight P. Robinson & Co., Inc., Establish Themselves in Offices in Montreal

Dwight P. Robinson & Company, Incorporated, a large firm of engineers and constructors of New York, have recently opened branch offices in Montreal in the Dominion Express Building. Alexander C. Barker, vice-president, is in charge of the office. The company are a consolidation of Westinghouse, Church, Kerr & Co., Inc., and Dwight P. Robinson & Co., Inc., and have done extensive construction and engineering work in Canada for the Canadian Pacific Railway, Canadian Salt Company, Canadian Crocker-Wheeler Co., Dominion Government, Ætna Explosives Company, Grand Trunk Railway and others.

SERIAL